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NET SYLLABUS

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Subject: Labour Welfare/Personnel Management/Industrial Relations/ Labour and Social Welfare/Human Resource Management

Code No.: 55

Unit - I

Principles and Practices of Management*:* Development of management Thought, Contributions of Taylor, Fayol, Mayo, Mary Parker Follett and C.I. Barnard.

Behavioural Approach, Systems Approach, Quantitative Approach and Contingency Approach.

Function of Management: Planning and Decision Making, Organising, Staffing, Directing, Controlling, Coordinating.

Unit - II

Human Resource Management: Conceptual framework, Human Resource Planning, Job Analysis, Recruitment, Selection, Placement, Induction, Training and Development, Performance Management, Job Evaluation, Compensation Management, Employee Benefits and Incentives, Managing Career.

New Trends in HRM: Changing environment of HRM and contemporary challenges, Emerging HRM Concepts.

Unit - III

Human Resource Development (HRD): Concepts, Assumptions, Values, HRD Mechanisms, Action – research Model, HRD Culture and Climate, HRD Interventions, HR Accounting and Audit, Consultant – client relationship, Knowledge Management, Human Resource Information System.

International Human Resource Management (IHRM): Organisational context of IHRM, IHRM and Sustainable Business, Functions of IHRM, Cross – Cultural Studies, Cultural Diversity, Transnational Organisations, IHRM models.

Unit - IV

Organisational Behaviour: Concept, Scope, Nature of human behavior, Personality, Perception, Learning, Attitude, Motivation, Interpersonal Behaviour, Group Dynamics, Leadership, Communication, Power and Authority, Stress, Organisational Change and Development.

Unit - V

Industrial Relations: Concept, Scope, Evolution, Approaches, Actors and Models, Conflict and cooperation, Bi-partitism, Tri-partitism, Collective Bargaining, Workers' Participation in Management, Grievance Handling and Disciplinary Action, Code of Conduct, Industrial Relations in changing scenario, Employers' organisations.

Trade Unions: Concepts, Evolution, Problems of trade unions in India, Recognition, The Trade Unions Act, 1926. Emerging role of trade unions in India.

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Unit - VI

Industrial Disputes: Factors, Forms, Trends, Prevention and Settlement, Role of State and Central Labour Administration, Strikes and Lockouts. The Industrial Employment (Standing Orders) Act, 1946. The Industrial Disputes Act, 1947.

Unit - VII

Labour Legislation:

Objectives, Principles, Classification and Evolution. International Labour Organisation, Social Justice and Labour Legislation, Indian Constitution and Labour Laws.

- The Factories Act, 1948.
- The Mines Act, 1952.
- The Inter-state Migrant Workmen (Regulation of employment and conditions of service) Act, 1979.
- The Contract Labour (Regulation and Abolition) Act, 1970.
- The Building and other Construction workers (Regulation of employment and conditions of service) Act, 1996.
- The Child Labour (Prohibition and Regulation) Act, 1986.

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Unit - VIII

Wages:

Concept, Types, Factors influencing wages, Wage Theories and Wage Differentials

- The Minimum Wages Act, 1948.
- The Payment of Wages Act, 1936.
- The Payment of Bonus Act, 1965.
- The Equal Remuneration Act, 1976.
- The Payment of Gratuity Act, 1972.
- The Employees' Provident Fund and Miscellaneous Provisions Act, 1952.

Unit - IX

Labour Welfare:

Concept, Scope, Types, Theories and Principles, Industrial Health and Hygiene, Industrial Accidents and safety, Occupational Diseases

Social Security: Concept and Scope, Social Assistance and Social assurance.

Unit - X

Labour Market:

Features, Demand and Supply of Labour, Nature and Composition of Indian Labour Force, Unemployment and Underemployment, Types of Labour Market,

Characteristics of Indian Labour Market, New Dynamics of Labour Market in India, Economic Systems and Labor Market, Problems of Labour in India.

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CHAPTER 01
Principles and Practices of Management

1. Which concept, central to F.W. Taylor's Scientific Management, involves the detailed analysis of work flows to improve economic efficiency, especially labor productivity?
(A) Unity of Command
(B) Science of work
(C) Gang Plank
(D) Esprit de corps

2. Consider the following statements regarding Henri Fayol's contributions:
Statement I : Fayol identified five functions of management: planning, organizing, commanding, coordinating, and controlling.
Statement II : Fayol proposed fourteen principles of management, which are presented as rigid and absolute rules for all situations.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

3. Which of the following is an INCORRECT statement regarding the Hawthorne Studies conducted by Elton Mayo?
(A) The studies concluded that social and psychological factors were as important as physical conditions in determining productivity.
(B) The experiments initially aimed to study the relationship between workplace illumination and productivity.
(C) The studies confirmed that financial incentives were the sole and most powerful motivator for workers.
(D) The findings led to the development of the Human Relations movement in management.

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4. A manager resolves a conflict between two departments by facilitating a discussion where both parties identify a new, shared goal that satisfies the core interests of each, rather than forcing one side to concede. This approach best exemplifies which of Mary Parker Follett's concepts?
(A) Domination
(B) Compromise
(C) Coercion
(D) Integration

5. Match List I with List II regarding the core contributions of management thinkers and select the correct option:
List I: (Thinker)
P. F.W. Taylor
Q. Henri Fayol
R. Elton Mayo
S. Chester I. Barnard
List II: (Core Contribution)
1. Human Relations and Social Factors
2. Acceptance Theory of Authority
3. Scientific Management
4. General and Industrial Administration
Codes:
(A) P-3, Q-4, R-1, S-2
(B) P-4, Q-3, R-2, S-1
(C) P-3, Q-1, R-4, S-2
(D) P-2, Q-4, R-1, S-3

6. According to Chester I. Barnard, for an order to be accepted by an employee, it must fall within their 'zone of indifference'. What does this 'zone of indifference' refer to?
(A) The specific area where an employee feels emotionally detached from their daily work environment.
(B) Orders an employee accepts without consciously questioning the manager's authority.
(C) The physical workspace environment where an employee feels most comfortable and at

ease.
(D) The set of routine tasks an employee performs with minimal oversight from supervision.

7. What is the primary cause-and-effect relationship proposed by F.W. Taylor's differential piece-rate system?
(A) Cause: Increased supervision; Effect: Higher employee morale.
(B) Cause: Standardized work methods; Effect: Reduced need for management.
(C) Cause: Shorter work hours; Effect: Decreased worker fatigue.
(D) Cause: Higher wages for more productive workers; Effect: Increased overall output.

8. Which of the following statements correctly describes a key aspect of the Behavioural Approach to management?
(A) It focuses on understanding human behaviour, group dynamics, and motivation to improve productivity.
(B) It emphasizes the use of mathematical models and statistics for decision-making.
(C) It views the organization as a unified, purposeful system composed of interrelated parts.
(D) It proposes that there is one best way to manage in every situation.

9. The Systems Approach to management views an organization as a system. All of the following are considered key elements of this system EXCEPT:
(A) Inputs
(B) Transformation Process
(C) Static Equilibrium
(D) Outputs

10. Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Select the correct answer from the options given below:
Assertion (A) : The Contingency Approach to management rejects the idea of universal management principles.
Reason (R) : It posits that the most effective management style and organizational structure are dependent on the specific situation and environmental factors.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

11. What is the most appropriate description of the Quantitative Approach to management?
(A) A focus on the social and psychological needs of employees to enhance morale and output.
(B) An approach that adapts management practices to the specific characteristics of each situation.
(C) The study of management functions from a holistic, interdisciplinary, and broad perspective.
(D) Applying statistical, optimization, and information models to management activities.

12. Identify the correct pair of management concepts.
(A) Planning - Evaluating performance against standards.
(B) Controlling - Monitoring activities and making corrections.
(C) Organising - Influencing and motivating employees to achieve goals.
(D) Staffing - Determining the structure of roles and responsibilities.

13. In the context of the Systems Approach, what is 'synergy'?
(A) The tendency of a system to move towards disorganization.
(B) The process of receiving information from the environment.
(C) The phenomenon where the whole system is greater than the sum of its parts.
(D) The boundary that separates a system from its environment.

14. Read the following statements and select the correct option:
Statement I : The contingency approach is also known as the 'situational' approach.
Statement II : A key task for managers using this approach is to identify which technique will work best in a particular situation, under

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particular circumstances, and at a particular time.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

15. Consider the following statements regarding F.W. Taylor's principles of Scientific Management:
1. Development of a true science for each element of a man's job.
2. Scientific selection, training, and development of workmen.
3. Emphasis on informal social groups to boost morale.
4. Harmonious cooperation between management and men.

Which of the above statement(s) is/are correct?
(A) 1, 2, and 3 only
(B) 1, 3, and 4 only
(C) 1, 2, and 4 only
(D) 2, 3, and 4 only

16. The concept of 'functional foremanship' is a key contribution of which management thinker?
(A) Elton Mayo
(B) F.W. Taylor
(C) Chester I. Barnard
(D) Henri Fayol

17. A logistics company uses linear programming to determine the most efficient delivery routes for its fleet of trucks, considering factors like distance, fuel costs, and delivery time windows. This is a direct application of which management approach?
(A) Behavioural Approach
(B) Quantitative Approach
(C) Systems Approach
(D) Human Relations Approach

18. Which of the following is an INCORRECT statement regarding the function of 'Planning' in management?
(A) It is a one-time activity that does not require revision.
(B) It is the primary function of management that precedes all other functions.
(C) It involves setting objectives and determining a course of action for achieving them.
(D) It helps in reducing uncertainty and the risk of failure.

19. What is the primary cause-and-effect relationship suggested by the Hawthorne Studies?
(A) Cause: Improved physical working conditions; Effect: Consistent and significant increase in productivity.
(B) Cause: Increased financial rewards; Effect: Direct, measurable, and proportional rise in total output.
(C) Cause: Focus on workers' social needs; Effect: Increased morale and higher productivity.
(D) Cause: Implementation of stricter supervision; Effect: Measurable higher quality of organizational work.

20. Consider the following elements:
1. Unity of Command
2. Functional Foremanship
3. Esprit de corps
4. Differential piece-rate system
5. Scalar Chain

Which of the above statement(s) is/are part of Henri Fayol's 14 principles of management?
(A) 1, 2, and 3 only
(B) 1, 3, and 5 only
(C) 2, 4, and 5 only
(D) 1, 3, 4, and 5

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21. The process of defining the organization's objectives, establishing strategies for achieving those objectives, and developing a comprehensive hierarchy of plans to integrate and coordinate activities is known as:
(A) Controlling
(B) Organising
(C) Planning
(D) Directing

22. Consider the following statements:
Statement I : Decision-making is a core component of the planning function.
Statement II : All decision-making involves planning, but not all planning involves decision-making.

Read the above statements and select the correct option:
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

23. The organising function of management includes all of the following activities EXCEPT:
(A) Identifying and grouping of activities.
(B) Establishing authority-responsibility relationships.
(C) Assigning duties to individuals.
(D) Appraising the performance of employees.

24. Among the various functions of management, which is often described as "the essence of management" because it harmonizes and synchronizes the efforts of all departments towards common goals?
(A) Coordinating
(B) Planning
(C) Staffing
(D) Controlling

25. Arrange the following schools of management thought in the chronological order of their emergence.
1. Human Relations Approach
2. Scientific Management
3. Contingency Approach
4. Administrative Management

Select the correct option:
(A) 2, 4, 1, 3
(B) 1, 2, 4, 3
(C) 4, 2, 3, 1
(D) 2, 1, 4, 3

26. Which of the following statements correctly identifies the function of Staffing?
(A) It is the process of filling and keeping filled the positions in the organization structure.
(B) It is the process of monitoring performance and taking corrective action.
(C) It is the process of influencing, guiding, and motivating subordinates.
(D) It is the process of creating a structure of roles for people to fill in an organization.

27. The first step in the controlling process is:
(A) Measurement of actual performance.
(B) Comparison of actual performance with standards.
(C) Taking corrective action.
(D) Establishment of standards.

28. A project manager ensures that the marketing team's launch schedule aligns perfectly with the production team's output capacity and the finance team's budget release. This activity is a prime example of:
(A) Directing
(B) Coordinating
(C) Staffing
(D) Decision-making

29. Identify the incorrect pair from the following:
(A) Directing - Leadership and Motivation
(B) Organising - Departmentation
(C) Controlling - Forecasting
(D) Staffing - Performance Appraisal

30. Match the management approach in List I with its key focus in List II and select the correct option:
List I: (Approach)
P. Systems Approach
Q. Contingency Approach
R. Behavioural Approach
S. Quantitative Approach
List II: (Key Focus)
1. Situational appropriateness
2. Operations Research
3. Interrelated parts and synergy
4. Group dynamics and motivation
Codes:
(A) P-1, Q-3, R-2, S-4
(B) P-3, Q-1, R-4, S-2
(C) P-3, Q-4, R-1, S-2
(D) P-4, Q-1, R-2, S-3

31. Mary Parker Follett described conflict resolution through 'integration' as the most desirable method. What does 'integration' entail in this context?
(A) Finding a solution that satisfies all parties' desires without any concessions.
(B) A process where one party imposes its will

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and authority over the other party.
(C) A situation where each party gives up something to reach a shared middle ground.
(D) Postponing the conflict with the expectation that time will resolve the issue.

32. Consider the following statements about Chester I. Barnard's work and select the correct option:
Statement I : He introduced the concept of the informal organization and its importance alongside the formal organization.
Statement II : His "acceptance theory of authority" states that authority flows downwards from management to employees.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

33. Which principle of Henri Fayol suggests that an employee should receive orders from one superior only?
(A) Unity of Direction
(B) Unity of Command
(C) Scalar Chain
(D) Centralization

34. A hospital administrator changes nurse schedules after analyzing patient admission data to find a model that minimizes overtime costs while maintaining required staffing levels. This is a practical application of the:
(A) Quantitative Approach
(B) Behavioural Approach
(C) Systems Approach
(D) Administrative Theory

35. Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Select the correct answer from the options given below:
Assertion (A) : The Behavioural Approach to management significantly broadened the scope of management theory beyond its classical confines.
Reason (R) : It incorporated insights from psychology, sociology, and anthropology to better understand the human element in organizations.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

36. Which management function is concerned with "putting the right person in the right job"?
(A) Planning
(B) Organising
(C) Directing
(D) Staffing

37. The 'Gang Plank' concept, proposed by Henri Fayol, is an exception to which principle?
(A) Equity
(B) Order
(C) Scalar Chain
(D) Discipline

38. Which of the following is NOT a characteristic of the Systems Approach to management?
(A) It considers the organization as an open system.
(B) It focuses on one specific part of the organization in isolation.
(C) It recognizes the interdependence of various parts of the organization.
(D) It includes a feedback mechanism for self-regulation.

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39. In the context of decision-making, choosing a course of action that is 'good enough' or satisfactory, rather than the best possible one, is known as:
(A) Optimizing
(B) Satisficing
(C) Maximizing
(D) Satisficing

40. Consider the following list:
1. Leadership
2. Communication
3. Performance Appraisal
4. Motivation

Which of the above statement(s) is/are considered key elements of the Directing function in management?

(A) 1, 2, and 3 only
(B) 1, 3, and 4 only
(C) 2, 3, and 4 only
(D) 1, 2, and 4 only

41. What is the fundamental idea behind the Contingency Approach to management?
(A) Universal principles of management can be applied effectively to all situations.
(B) The primary and most important focus of management should be on human behavior.
(C) There is no one best way to manage; effectiveness depends on the situation.
(D) Complex mathematical models and statistics are the key to effective management.

42. Consider the following statements and select the correct option:
Statement I : Controlling is a forward-looking function as it seeks to ensure future performance conforms to plans.
Statement II : Planning is a backward-looking function as it is guided by past experiences and feedback from control.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

43. Mary Parker Follett's view of "power-with" rather than "power-over" emphasizes:
(A) Hierarchical control
(B) Coercive authority
(C) Unilateral decision-making
(D) Co-active and collaborative power

44. A manager is observing an assembly line to eliminate wasteful motions and determine the most efficient way for a worker to perform a task. This is a classic example of:
(A) Hawthorne Studies
(B) Time and Motion Study
(C) The Systems Approach
(D) The Acceptance Theory of Authority

45. From the list below, consider the functions of management as originally listed by Henri Fayol:
1. Planning
2. Staffing
3. Organising
4. Commanding
5. Coordinating

Which of the above statement(s) is/are correct?
(A) 1, 2, 3, and 4
(B) 1, 3, 4, and 5
(C) 2, 3, 4, and 5
(D) 1, 2, 3, and 5

46. What does the principle of 'Esprit de corps' by Henri Fayol emphasize?
(A) A place for everything and everything in its place.
(B) Fair and impartial treatment of employees.
(C) Remuneration should be fair to both employees and the organization.
(D) Building team spirit and harmony within the organization.

47. In the decision-making process, the step that involves developing potential solutions to a problem is called:
(A) Generating alternatives.
(B) Identifying the problem.
(C) Evaluating alternatives.
(D) Implementing the decision.

48. Which management function bridges the gap between the establishment of goals (planning) and the actual accomplishment of those goals?
(A) Organizing
(B) Directing
(C) Staffing
(D) Controlling

49. According to Chester Barnard, what are the three essential functions of the executive?
(A) Planning, Organising, Controlling
(B) Providing a system of communication, securing essential services, and formulating purpose and objectives
(C) Directing, Motivating, Leading
(D) Hiring, Training, and Appraising employees

50. The finding from the Hawthorne studies that employees' performance improved simply because they were being observed and receiving attention is known as the:
(A) Hawthorne Effect

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(B) Barnard Effect
(C) Follett Effect
(D) Taylor Effect

51. The management function that involves measuring performance against pre-determined standards and taking corrective action is:
(A) Planning
(B) Directing
(C) Controlling
(D) Organising

52. The Behavioural Approach to management is primarily concerned with:
(A) The technical and structural aspects of an organization.
(B) The application of mathematical models to solve operational problems.
(C) The universal applicability of management principles.
(D) The social and psychological aspects of human behaviour in organizations.

53. A company restructures its departments from functional (e.g., Marketing, Finance) to product-based (e.g., Laptop Division, Printer Division) to improve focus and accountability. This is an activity of which management function?
(A) Planning
(B) Directing
(C) Organizing
(D) Controlling

54. Mary Parker Follett advocated for a type of leadership where authority was based on knowledge and expertise, not on formal position. She referred to this as:
(A) The law of the hierarchy
(B) The law of the situation
(C) The law of the person
(D) The law of the group

55. Match the management concept in List I with the thinker who popularized it in List II and select the correct option:
List I: (Concept)
P. Functional Foremanship
Q. Zone of Indifference
R. Constructive Conflict
S. 14 Principles of Management
List II: (Thinker)
1. Chester I. Barnard
2. Mary Parker Follett
3. F.W. Taylor
4. Henri Fayol
Codes:
(A) P-3, Q-1, R-2, S-4
(B) P-4, Q-2, R-1, S-3
(C) P-3, Q-2, R-1, S-4
(D) P-1, Q-3, R-4, S-2

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56. The process of developing a pool of candidates for jobs in an organization is known as:
(A) Recruitment
(B) Selection
(C) Placement
(D) Training

57. Consider the following statements:
Statement I : Coordination is a separate and distinct function of management, like planning or organizing.
Statement II : Coordination is the essence of management, inherent and implicit in all other functions.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

58. Which of the following is NOT a contribution of Mary Parker Follett to management thought?
(A) The development of time and motion studies.
(B) The concept of integration for conflict resolution.
(C) The idea of "power-with" instead of "power-over".
(D) The "law of the situation" as a basis for orders.

59. The 'open system' perspective in the Systems Approach implies that an organization:
(A) Is self-sufficient and independent of its surroundings.
(B) Has rigid and impenetrable boundaries.
(C) Is not influenced by external technological changes.

(D) Actively interacts with its external environment.

60. Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Select the correct answer from the options given below:
Assertion (A) : Henri Fayol is considered the 'Father of Administrative Management'.
Reason (R) : His work focused on the top-level management perspective and articulated principles and functions applicable to the entire organization.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

61. Which of the following best describes the management function of 'Directing'?
(A) Setting goals and deciding how to achieve them.
(B) Arranging resources and activities to accomplish objectives.
(C) Guiding, influencing, and motivating employees to perform essential tasks.
(D) Monitoring performance and ensuring results align with plans.

62. The quantitative approach to management is also known by another name. Which of the following is it?
(A) Human Relations School
(B) Situational Approach
(C) Administrative Theory
(D) Management Science

63. Which management thinker emphasized that authority is only effective if the subordinate accepts it?
(A) Chester I. Barnard
(B) F.W. Taylor
(C) Henri Fayol
(D) Elton Mayo

64. A manager who uses different leadership styles with different employees based on their experience and personality is applying the core idea of the:
(A) Scientific Management Approach
(B) Contingency Approach
(C) Administrative Approach
(D) Quantitative Approach

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65. Consider the following statements regarding the contributions of Elton Mayo:
1. Financial incentives are the most important motivators for workers.
2. Informal groups and social norms significantly affect productivity.
3. A worker's morale and sense of belonging are critical to performance.
4. Work should be broken down into its simplest elements.

Which of the above statement(s) is/are correct?
(A) 1 and 4 only
(B) 2 and 3 only
(C) 1, 2, and 3 only
(D) 2, 3, and 4 only

66. The concept of 'unity of direction' means:
(A) All units of an organization should be moving towards the same objectives.
(B) Every employee should have only one boss.
(C) A single, comprehensive plan should be made for the entire organization.
(D) Communication should flow directly from top to bottom.

67. What is the final step in the staffing process?
(A) Recruitment
(B) Selection
(C) Performance Appraisal
(D) Training and Development

68. Identifying and grouping the work to be performed, defining and delegating responsibility and authority, and establishing relationships for the purpose of enabling people to work most effectively together in accomplishing objectives is the definition of:
(A) Planning
(B) Coordinating
(C) Controlling
(D) Organizing

69. What is a primary limitation of the Quantitative Approach to management?
(A) It ignores the efficiency of production processes.

(B) It is not applicable to problems of planning and control.
(C) It cannot fully account for the human element and non-quantifiable factors.
(D) It is only useful for top-level strategic decision-making.

70. Consider the following list of ideas:
1. Operations Research
2. Motivation and Leadership
3. Group Dynamics
4. Time and Motion Studies
5. Informal Organization

Which of the above statement(s) is/are associated with the Behavioral Approach to management?
(A) 1, 2, and 3
(B) 2, 3, and 5
(C) 1, 4, and 5
(D) 2, 3, and 4

71. "A plan is a trap laid to capture the future." This statement highlights which aspect of planning?
(A) Its focus on past performance.
(B) Its rigid and unchangeable nature.
(C) Its function as a tool for control.
(D) Its role in preparing for and managing future uncertainty.

72. Consider the following statements regarding the Systems Approach and select the correct option:
Statement I : A closed system is one that does not interact with its external environment.
Statement II : Modern management theory views most organizations as closed systems.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

73. The principle of 'subordination of individual interest to general interest' by Henri Fayol suggests that:
(A) Individuals should be encouraged to pursue their own goals.
(B) The management should focus on the interests of individual employees to boost morale.
(C) The interests of the organization as a whole should take precedence over individual interests.
(D) General interests can be sacrificed for the sake of exceptional individual performance.

74. A key outcome of the Hawthorne studies was the recognition of the importance of _____ in the workplace.
(A) informal social systems
(B) functional foremanship
(C) differential piece-rate pay
(D) time-and-motion efficiency

75. Arrange the following steps of the controlling process in the correct sequence.
1. Taking corrective action.
2. Establishment of standards.
3. Measurement of actual performance.
4. Comparison of actual performance with standards.

Select the correct option:
(A) 2, 3, 4, 1
(B) 1, 2, 3, 4
(C) 2, 4, 3, 1
(D) 3, 2, 4, 1

76. Who is credited with developing the concept of the 'acceptance theory of authority'?
(A) Mary Parker Follett
(B) Chester I. Barnard
(C) Henri Fayol
(D) F.W. Taylor

77. Which of the following is the best example of a 'feedback' mechanism in the Systems Approach?
(A) A company procuring raw materials from suppliers.
(B) An assembly line converting parts into a finished product.
(C) A sales report showing that a product is not meeting customer expectations.
(D) A company selling its products in the market.

78. The management function that ensures that activities are performed in accordance with the plans is:
(A) Planning
(B) Directing

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(C) Staffing
(D) Controlling

79. The 'Bank Wiring Observation Room' experiment was a part of which larger body of research?
(A) Mayo's Hawthorne Studies
(B) Taylor's Scientific Management studies
(C) Fayol's administrative studies
(D) Barnard's executive function studies

80. Match the management thinker in List I with their associated country of origin/work in List II and select the correct option:
List I: (Thinker)
P. Henri Fayol
Q. F.W. Taylor
R. Elton Mayo
S. Mary Parker Follett
List II: (Country)
1. Australia/USA
2. USA
3. France
4. USA
Codes:
(A) P-3, Q-2, R-1, S-4
(B) P-2, Q-3, R-4, S-1
(C) P-3, Q-4, R-1, S-2
(D) P-1, Q-2, R-3, S-4

81. Which of the following is a key component of the staffing function?
(A) Division of work
(B) Training and development
(C) Setting performance standards
(D) Issuing orders and instructions

82. The 'scalar chain' principle refers to:
(A) The chain of command from the highest authority to the lowest level.
(B) A group of employees with similar skills and tasks.
(C) The equal treatment of all employees.
(D) The promotion of team spirit and unity.

83. According to Mary Parker Follett, what is the most constructive way to handle conflict?
(A) Domination, where one side wins.
(B) Compromise, where both sides lose something.
(C) Integration, where a new solution is found that satisfies all.
(D) Avoidance, where the conflict is ignored.

84. A manager decides to use a participative leadership style in a department with experienced and self-motivated employees, but an autocratic style in a department with new trainees. This manager's behavior is consistent with the:
(A) Systems Approach
(B) Quantitative Approach
(C) Scientific Management Approach
(D) Contingency Approach

85. Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Select the correct answer from the options given below:
Assertion (A) : Coordination is considered the very essence of management.
Reason (R) : It is the force that binds all other functions of management and ensures harmony of action towards organizational goals.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

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86. 'Decision-making' is a selection process and is best defined as:
(A) The process of identifying problems.
(B) The choice of a course of action from among alternatives.
(C) The process of generating multiple ideas.
(D) The process of implementing a chosen plan.

87. Which of the following is NOT one of the five functions of management identified by Henri Fayol?
(A) Planning
(B) Organising
(C) Controlling
(D) Motivating

88. The main focus of the Behavioural Science Approach is on:
(A) The individual and their behaviour in group settings.
(B) The organization as a whole.

(C) The use of mathematical tools for decision making.
(D) The formal structure of the organization.

89. A supervisor who has eight different specialist bosses, each responsible for a different aspect of the job (e.g., speed boss, repair boss), is operating under which system proposed by Taylor?
(A) Scalar Chain
(B) Unity of Command
(C) Functional Foremanship
(D) Management by Exception

90. Consider the following list of contributions:
1. The concept of the 'zone of indifference'.
2. The importance of the informal organization.
3. The acceptance theory of authority.
4. The fourteen principles of management.

Which of the above statement(s) is/are considered contributions of Chester I. Barnard?
(A) 1, 2, and 3 only
(B) 1, 3, and 4 only
(C) 2, 3, and 4 only
(D) 1, 2, and 4 only

91. Which management function is concerned with achieving a harmonious and unified effort among all activities of an organization?
(A) Planning
(B) Directing
(C) Controlling
(D) Coordinating

92. Consider the following statements and select the correct option:
Statement I : The Systems Approach views an organization as a closed system, isolated from its environment.
Statement II : The Contingency Approach suggests that there is 'one best way' to manage.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

93. The first step in the decision-making process is:
(A) Evaluating alternatives
(B) Selecting the best alternative
(C) Identifying and defining the problem
(D) Gathering information

94. Who among the following is known as the 'Father of Scientific Management'?
(A) Henri Fayol
(B) Elton Mayo
(C) Peter Drucker
(D) F.W. Taylor

95. Consider the following list of elements:
1. Human Resources
2. Finished Goods and Services
3. Raw Materials
4. Financial Capital
5. Employee Satisfaction

Which of the above statement(s) is/are considered inputs in an organizational system?
(A) 1, 2, and 3
(B) 2, 3, and 5
(C) 1, 3, and 4
(D) 1, 2, and 5

96. The process of analyzing and evaluating jobs to collect information about the duties, responsibilities, and required qualifications is known as:
(A) Job Description
(B) Job Analysis
(C) Job Specification
(D) Job Enrichment

97. The concept that authority flows downward, but the response to it (acceptance) flows upward is central to:
(A) Fayol's Scalar Chain
(B) Barnard's Acceptance Theory
(C) Taylor's Functional Foremanship
(D) Follett's Law of the Situation

98. The 'Illumination Experiments', 'Relay Assembly Test Room Experiments', and 'Bank Wiring Observation Room Experiment' are all associated with:
(A) Elton Mayo
(B) Chester I. Barnard
(C) F.W. Taylor
(D) Henri Fayol

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99. Which management function serves as a prerequisite for all other managerial functions?
(A) Organising
(B) Controlling
(C) Planning
(D) Directing

100. In the systems approach, the part of the system that transforms inputs into outputs is called the:
(A) Feedback loop
(B) Transformation process
(C) System boundary
(D) Transformation process

101. Which of the following is an element of the directing function?
(A) Performance appraisal
(B) Setting standards
(C) Communication
(D) Recruitment

102. Mary Parker Follett's concept of 'constructive conflict' suggests that conflict:
(A) Should always be avoided in organizations.
(B) Can be a positive force if managed properly to find an integrative solution.
(C) Must be resolved by a manager imposing a decision.
(D) Is best resolved when both parties compromise their positions.

103. Which of the following is NOT a principle of management given by Henri Fayol?
(A) Discipline
(B) Equity
(C) Initiative
(D) Functional Foremanship

104. A fast-food chain uses a highly standardized and efficient process for making burgers, with each employee performing a specific, repetitive task. This organizational design most closely reflects the principles of:
(A) Scientific Management
(B) The Human Relations Movement
(C) The Contingency Approach
(D) The Systems Approach

105. Match the term in List I with its description in List II and select the correct option:
List I: (Term)
P. Planning
Q. Organising
R. Directing
S. Controlling
List II: (Description)
1. Guiding and motivating employees.
2. Monitoring performance and correcting deviations.
3. Deciding in advance what to do.
4. Creating a structure of roles.
Codes:
(A) P-3, Q-4, R-1, S-2
(B) P-4, Q-3, R-2, S-1
(C) P-3, Q-1, R-4, S-2
(D) P-2, Q-4, R-1, S-3

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106. The tendency of a closed system to move towards decay and disorganization is known as:
(A) Entropy
(B) Synergy
(C) Homeostasis
(D) Equifinality

107. Consider the following statements and select the correct option:
Statement I : Staffing is concerned only with the hiring of new employees.
Statement II : The staffing function includes training, development, promotion, and performance appraisal of employees.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

108. The main argument of the contingency approach is that management effectiveness is contingent upon the interplay between:
(A) Management practices and situational variables.
(B) Application of universal principles and worker efficiency.
(C) Organizational design and leadership style.
(D) Quantitative models and human relations.

109. What is the core idea of Fayol's principle of 'Remuneration'?

(A) Employees should be paid the minimum wage required by law.
(B) Seniors should be the sole basis for determining pay.
(C) Pay should be fair and should satisfy both the employee and the employer.
(D) A piece-rate system should be used to maximize output.

110. Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Select the correct answer from the options given below:
Assertion (A) : Taylor's Scientific Management focused on increasing productivity at the shop-floor level.
Reason (R) : It primarily involved time and motion studies, standardization of work, and differential piece-rate wages to improve worker efficiency.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

111. Which function of management involves creating a structure of authority and responsibility?
(A) Planning
(B) Staffing
(C) Controlling
(D) Organising

112. The Hawthorne studies are most closely associated with which school of management thought?
(A) Scientific Management
(B) Human Relations Movement
(C) Administrative Management
(D) Quantitative Management

113. "One head and one plan for a group of activities having the same objective" is the definition of which of Fayol's principles?
(A) Unity of Command
(B) Scalar Chain
(C) Centralization
(D) Unity of Direction

114. If a manager makes a decision based on a hunch or an "inner feeling," what type of decision-making is being used?
(A) Rational decision-making
(B) Bounded rationality
(C) Programmed decision-making
(D) Intuitive decision-making

115. Consider the following list of steps:
1. Setting objectives.
2. Developing premises.
3. Identifying alternative courses of action.
4. Measuring actual performance.
Which of the above statement(s) is/are considered key steps in the planning process?
(A) 1, 2, and 4 only
(B) 2, 3, and 4 only
(C) 1, 3, and 4 only
(D) 1, 2, and 3 only

116. Who among the following management thinkers is considered a "social philosopher" and a bridge between classical and behavioural theories?
(A) F.W. Taylor
(B) Mary Parker Follett
(C) Henri Fayol
(D) Elton Mayo

117. The process of choosing the most suitable candidate from a pool of applicants is called:
(A) Recruitment
(B) Selection
(C) Placement
(D) Induction

118. Which of the following is NOT a technique of control?
(A) Budgetary Control
(B) Break-Even Analysis
(C) Management by Objectives (MBO)
(D) Departmentation

119. A key difference between F.W. Taylor and Henri Fayol is that:
(A) Taylor focused on top management, while Fayol focused on the shop floor.
(B) Taylor focused on the shop floor, while Fayol focused on general management functions.
(C) Taylor was a proponent of the Human Relations school, while Fayol was not.
(D) Fayol developed the concept of functional

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foremanship, while Taylor did not.

120. Consider the following elements:
1. Supervision
2. Motivation
3. Delegation
4. Leadership
5. Communication

Which of the above statement(s) is/are considered elements of the Directing function?
(A) 1, 2, 3, 4
(B) 1, 2, 4, 5
(C) 2, 3, 4, 5
(D) 1, 3, 4, 5

121. The term 'synergy' in the systems approach suggests that:
(A) The system is greater than the sum of its parts.
(B) The system will eventually break down.
(C) The system is isolated from its environment.
(D) All parts of the system are independent.

122. Consider the following statements and select the correct option:
Statement I : Planning provides the standards for controlling.
Statement II : Controlling is not possible without a pre-established plan.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

123. The function of management that deals with instructing, guiding, and overseeing the performance of workers to achieve predetermined goals is:
(A) Planning
(B) Organising
(C) Directing
(D) Staffing

124. Which approach to management would be most likely to use tools like linear programming, queuing theory, and simulation?
(A) Behavioural Approach
(B) Contingency Approach
(C) Quantitative Approach
(D) Systems Approach

125. Arrange the following steps of the staffing process in the correct order.
1. Recruitment
2. Performance Appraisal
3. Manpower Planning
4. Selection

Select the correct option:
(A) 1, 3, 4, 2
(B) 3, 1, 4, 2
(C) 3, 4, 1, 2
(D) 1, 4, 3, 2

126. The idea of the 'informal organization' co-existing with the 'formal organization' was a significant contribution from:
(A) Henri Fayol
(B) Chester I. Barnard
(C) F.W. Taylor
(D) Mary Parker Follett

127. Which of the following is a key premise of the human relations movement pioneered by Elton Mayo?
(A) Workers are primarily motivated by economic incentives.
(B) A satisfied worker is a productive worker.
(C) Strict controls and supervision are necessary for high output.
(D) The physical environment is the most important factor in productivity.

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128. What is the purpose of the 'Gang Plank' in Fayol's administrative theory?
(A) To enforce strict discipline in the organization.
(B) To provide a shortcut for communication between employees at the same level in different departments.
(C) To ensure every employee has only one supervisor.
(D) To create specialized roles for foremen on the factory floor.

129. The comparison of actual performance with planned performance is a step in which management function?
(A) Planning

(B) Organising
(C) Directing
(D) Controlling

130. Match the management approach in List I with its core idea in List II and select the correct option:
List I: (Approach)
P. Scientific Management
Q. Administrative Theory
R. Human Relations
S. Contingency Approach
List II: (Core Idea)
1. The one best way to manage depends on the situation.
2. Focus on social factors and worker morale.
3. The one best way to do a job at the operational level.
4. Universal principles for managing an entire organization.
Codes:
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-4, R-2, S-1
(C) P-4, Q-3, R-1, S-2
(D) P-3, Q-2, R-4, S-1

131. In Chester Barnard's view, which condition is NOT necessary for a subordinate to accept a communication as authoritative?
(A) The subordinate understands the communication.
(B) The subordinate believes it is consistent with the purpose of the organization.
(C) The subordinate agrees with the communication personally.
(D) The subordinate is mentally and physically able to comply with it.

132. Read the following statements and select the correct option:
Statement I : The Behavioural Approach emerged as a reaction to the overly mechanistic view of the classical approaches.
Statement II : The Behavioural Approach completely ignores organizational structure and processes.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

133. The 'principle of order' as defined by Henri Fayol refers to:
(A) Obedience and respect for organizational rules.
(B) A place for everyone and everyone in his/her place (Social Order).
(C) Both Material Order and Social Order.
(D) The formal line of authority from top to bottom.

134. Which management function is primarily concerned with guiding the efforts of employees towards the achievement of organizational goals?
(A) Planning
(B) Organising
(C) Directing
(D) Controlling

135. Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Select the correct answer from the options given below:
Assertion (A) : The Systems Approach to management encourages managers to view the organization as a whole rather than focusing on its parts in isolation.
Reason (R) : It emphasizes the concept of synergy, where the collective output of the whole organization is greater than the sum of the output of its individual parts.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

136. The process of determining the objectives to be achieved and the course of action to be followed is:
(A) Organising
(B) Coordinating
(C) Planning
(D) Controlling

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137. Which of the following is NOT an element of Taylor's Scientific Management?
(A) Time and motion study
(B) Unity of command
(C) Differential piece-rate system
(D) Scientific selection and training of workers

138. The "Human Relations" school of thought was a direct offshoot of:
(A) The Hawthorne studies
(B) The principles of administrative management
(C) The development of quantitative techniques
(D) The contingency theory of leadership

139. Which function of management involves the activities of recruitment, selection, and training of personnel?
(A) Planning
(B) Organising
(C) Staffing
(D) Directing

140. Consider the following factors:
1. Achievement
2. Company Policy
3. Salary
4. Recognition

Which of the above statement(s) is/are considered 'hygiene factors' in Herzberg's two-factor theory?
(A) 1 and 4 only
(B) 2 and 3 only
(C) 1, 2, and 3 only
(D) 2, 3, and 4 only

141. The final step in the decision-making process is:
(A) Selecting an alternative
(B) Evaluating the results of the decision
(C) Implementing the alternative
(D) Generating alternatives

142. The "Law of the Situation" was a concept introduced by which management thinker to argue that authority should stem from knowledge and experience rather than formal position?
(A) Elton Mayo
(B) Mary Parker Follett
(C) Chester I. Barnard
(D) F.W. Taylor

143. Which of the following is a characteristic of an 'open system' in the context of the Systems Approach?
(A) It is self-contained and isolated.
(B) It has a process of entropy that cannot be reversed.
(C) It interacts with and adapts to its environment.
(D) It has a fixed and rigid structure.

144. The establishment of authority-responsibility relationships is a key part of which management function?
(A) Planning
(B) Organising
(C) Directing
(D) Controlling

145. Consider the following characteristics:
1. Use of mathematical models.
2. Focus on solving operational problems.
3. Emphasis on group dynamics and morale.
4. Application of statistics and computer simulations.
5. Belief in a 'one best way' depending on the situation.

Which of the above statement(s) is/are associated with the Quantitative Approach to management?
(A) 1, 2, and 4
(B) 1, 3, and 5
(C) 2, 3, and 4
(D) 1, 4, and 5

146. Which management thinker is best known for his work "The Functions of the Executive"?
(A) F.W. Taylor
(B) Henri Fayol
(C) Chester I. Barnard
(D) Elton Mayo

147. A manager compares the monthly sales figures against the sales target set for that month. This action is part of the _____ function.
(A) planning
(B) directing
(C) controlling
(D) organising

148. What is the primary focus of Taylor's Scientific Management?

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(A) Improving efficiency at the top management level.
(B) Improving efficiency at the operational or shop-floor level.
(C) Understanding the social needs of workers.
(D) Adapting management style to the situation.

149. The process of bringing together the physical, financial, and human resources and developing productive relationships amongst them for the achievement of organizational goals is known as:
(A) Planning
(B) Organising
(C) Staffing
(D) Controlling

150. Which approach heavily relies on disciplines like psychology and sociology?
(A) Quantitative Approach
(B) Systems Approach
(C) Behavioural Approach
(D) Scientific Management

151. In Fayol's 14 principles, what does 'Equity' mean?
(A) All employees should receive the same salary.
(B) Kindliness and justice in the behaviour of managers towards subordinates.
(C) A place for everything and everything in their place.
(D) The right of an employee to conceive and carry out a plan.

152. Consider the following statements and select the correct option:
Statement I : Coordination is the responsibility of only the top-level managers.
Statement II : Coordination integrates group efforts and ensures unity of action.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

153. 'Bounded rationality' in decision-making, a concept often associated with the behavioural approach, suggests that:
(A) Managers always make the most logical and optimal decisions.
(B) Decision-making is limited by the information available, cognitive limitations, and time constraints.
(C) Decisions are purely based on intuition and gut feelings.
(D) There are no limits to human-decision making capabilities.

154. Who is credited with advocating for the resolution of conflict through 'integration'?
(A) Elton Mayo
(B) F.W. Taylor
(C) Mary Parker Follett
(D) Henri Fayol

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155. Match the following steps of the controlling process in List I with their correct sequence in List II and select the correct option:
List I: (Sequence)
P. Step 1
Q. Step 2
R. Step 3
S. Step 4
List II: (Activity)
1. Comparing actual performance with standards.
2. Taking corrective action.
3. Establishing performance standards.
4. Measuring actual performance.
Codes:
(A) P-3, Q-4, R-1, S-2
(B) P-1, Q-2, R-3, S-4
(C) P-3, Q-1, R-4, S-2
(D) P-4, Q-3, R-2, S-1

156. The selection of a course of action from among various alternatives is known as:
(A) Planning
(B) Organising
(C) Decision Making
(D) Coordinating

157. Which management approach emphasizes that there is 'no one best way' to manage and that the appropriate management action depends on the specific situation?

(A) Scientific Management
(B) Administrative Theory
(C) Contingency Approach
(D) Systems Approach

158. The 'differential piece-rate system' was advocated by F.W. Taylor to:
(A) Ensure equal pay for all workers.
(B) Reward efficient workers and penalize inefficient ones.
(C) Simplify the wage payment system.
(D) Reduce the overall wage bill of the company.

159. The primary output of the Hawthorne studies was the emphasis on:
(A) The physical aspects and illumination of the work environment.
(B) The social and psychological aspects of the work environment.
(C) The primary economic motivation and financial rewards of workers.
(D) The formal structure and hierarchical chain of the organization.

160. Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Select the correct answer from the options given below:
Assertion (A) : Staffing is a continuous and pervasive function of management.
Reason (R) : The need for filling and keeping positions filled arises constantly due to promotions, transfers, retirements, and organizational growth.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

161. The process of dividing work into manageable activities and then grouping these activities is known as:
(A) Delegation
(B) Centralization
(C) Departmentation
(D) Coordination

162. Which of the following is NOT part of the directing function?
(A) Leadership
(B) Motivation
(C) Communication
(D) Performance Appraisal

163. Chester Barnard argued that for an organization to survive, it must be:
(A) Profitable and large
(B) Effective and efficient
(C) Centralized and bureaucratic
(D) Democratic and informal

164. The manager of a manufacturing firm finds that the number of defective products has increased. They investigate the cause and implement a new quality check procedure. This is an example of:
(A) Planning
(B) Organising
(C) Directing
(D) Controlling

165. Consider the following statements regarding the Systems Approach to management:
1. It views the organization as a collection of independent parts.
2. It emphasizes the interaction of the organization with its external environment.
3. It introduces concepts like synergy and entropy.
4. It proposes that universal principles of management exist.

Which of the above statement(s) is/are correct?
(A) 1 and 4 only
(B) 2 and 3 only
(C) 1, 2, and 3 only
(D) 2, 3, and 4 only

166. 'Mental Revolution' was a key element emphasized by:
(A) Henri Fayol
(B) Elton Mayo
(C) F.W. Taylor
(D) Mary Parker Follett

167. The line of authority in an organization that flows from the highest level to the lowest level is called the:
(A) Gang Plank
(B) Unity of Direction
(C) Scalar Chain
(D) Span of Control

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168. What is the main purpose of the coordinating function of management?
(A) To issue orders to subordinates.
(B) To ensure unity of action among interdependent activities.
(C) To select the right people for the right jobs.
(D) To set targets for performance.

169. The 'Bank Wiring Room' experiments revealed the existence and influence of:
(A) The formal organizational structure.
(B) The informal social group.
(C) The effectiveness of financial incentives.
(D) The impact of physical working conditions.

170. Consider the following activities:
1. Manpower Planning
2. Creating Departments
3. Recruitment and Selection
4. Training and Development
5. Motivating Employees

Which of the above statement(s) is/are considered part of the Staffing function?
(A) 1, 2, and 3
(B) 2, 3, and 5
(C) 1, 3, and 4
(D) 3, 4, and 5

171. Which management approach is most concerned with "if-then" relationships, where 'if' represents the environmental situation and 'then' represents the management action?
(A) Systems Approach
(B) Contingency Approach
(C) Behavioural Approach
(D) Quantitative Approach

172. Consider the following statements and select the correct option:
Statement I : F.W. Taylor is associated with Administrative Management theory.
Statement II : Henri Fayol is associated with Scientific Management theory.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

173. The step in the controlling process that involves bringing performance back in line with plans is:
(A) Setting standards
(B) Measuring performance
(C) Comparing performance
(D) Taking corrective action

174. According to Chester Barnard, what is the 'zone of indifference'?
(A) A physical area where no work is done.
(B) A set of orders a subordinate will accept without question.
(C) A state of low morale among employees.
(D) The point where an organization is neither growing nor declining.

175. Arrange the following thinkers in the chronological order of their major contributions.
1. Chester I. Barnard
2. Henri Fayol
3. Elton Mayo
4. F.W. Taylor

Select the correct option:
(A) 4, 2, 3, 1
(B) 2, 4, 1, 3
(C) 4, 3, 2, 1
(D) 1, 2, 3, 4

176. The "exception principle" in controlling, often associated with Taylor, means that managers should:
(A) Control every single activity in the organization.
(B) Focus their attention only on significant deviations from standards.
(C) Make exceptions to rules for high-performing employees.
(D) Control only the exceptions, not the routine activities.

177. Mary Parker Follett is often referred to as the 'prophet of management' because:
(A) She developed a complete, universally applicable theory of management.
(B) Her ideas on integration, power, and participation were far ahead of her time.
(C) She successfully predicted the rise of quantitative management techniques.
(D) She was the first woman to write extensively on management topics.

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178. What does "POCCC" stand for in the context of Henri Fayol's work?
(A) Plan, Organise, Command, Coordinate, Control
(B) People, Organisation, Communication, Cooperation, Control
(C) Plan, Order, Command, Communicate, Coordinate
(D) Purpose, Organise, Command, Coordinate, Compensate

179. The development of an organizational chart is part of which management function?
(A) Planning
(B) Organising
(C) Staffing
(D) Controlling

180. Match List I with List II regarding management functions and select the correct option:
List I: (Function)
P. Planning
Q. Organising
R. Staffing
S. Directing
List II: (Key Activity)
1. Recruitment and Selection
2. Leadership and Motivation
3. Setting Objectives
4. Creating Departments
Codes:
(A) P-3, Q-4, R-1, S-2
(B) P-4, Q-3, R-2, S-1
(C) P-3, Q-1, R-4, S-2
(D) P-2, Q-4, R-1, S-3

181. The behavioural approach to management includes theories that focus on:
(A) Production schedules and inventory levels.
(B) Motivation, leadership, and group behavior.
(C) Organizational structure and hierarchy.
(D) Statistical analysis and forecasting.

182. A manager at a software company allows a high-performing, stable team to largely manage its own work, while providing close guidance to a newly formed, junior team. This is a practical application of the:
(A) Quantitative Approach
(B) Scientific Management
(C) Contingency Approach
(D) Administrative Theory

183. Consider the following statements and select the correct option:
Statement I : Coordination is a separate function of management.
Statement II : Coordination is the essence of management that runs through all other functions.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

184. The idea that authority is granted by subordinates rather than flowing from the top is known as:
(A) The scalar principle
(B) Unity of command
(C) The acceptance theory of authority
(D) The principle of centralization

185. Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Select the correct answer from the options given below:
Assertion (A) : Henri Fayol's principle of 'Unity of Command' is contradicted by Taylor's 'Functional Foremanship'.
Reason (R) : 'Unity of Command' states that an employee should receive orders from one superior only, while 'Functional Foremanship' suggests that a worker should receive instructions from multiple specialist bosses.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

186. Which management function includes the process of performance appraisal?
(A) Planning
(B) Directing
(C) Controlling
(D) Staffing

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187. The management thinker who viewed management as a social process and the organization as a social system was:
(A) F.W. Taylor
(B) Henri Fayol
(C) Elton Mayo
(D) C.I. Barnard

188. Which of the following is an example of an 'input' from the perspective of the Systems Approach?
(A) Customer satisfaction
(B) Finished products
(C) Financial resources
(D) Profits

189. The first and foremost function of management is:
(A) Controlling
(B) Organising
(C) Planning
(D) Staffing

190. Consider the following list of management functions:
1. Planning and Decision Making
2. Organising
3. Staffing
4. Directing (Leading)

Which of the above are part of the five modern functions of management?
(A) 1, 2, and 3 only
(B) 1, 3, and 4 only
(C) 2, 3, and 4 only
(D) 1, 2, 3, and 4

191. The concept of 'mental revolution' as advocated by F.W. Taylor involves a change in the attitude of:
(A) Management only
(B) Workers only
(C) Both management and workers
(D) Customers and suppliers

192. Consider the following statements and select the correct option:
Statement I : Planning is a pervasive function, required at all levels of management.
Statement II : Tactical planning is typically the responsibility of top-level management.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

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193. The primary contribution of the quantitative approach to management has been in the area of:
(A) Improving interpersonal relations
(B) Enhancing employee morale
(C) Managerial decision-making
(D) Understanding group dynamics

194. The idea that orders should be based on the demands of the situation, recognized by both the giver and the receiver of the order, is called:
(A) Unity of command
(B) The law of the situation
(C) The acceptance theory
(D) Functional authority

195. Consider the following list of concepts:
1. Inputs, Transformation Process, Outputs
2. Open System and Closed System
3. Synergy and Entropy
4. One Best Way
5. Situational Variables

Which of the above statement(s) is/are associated with the Systems Approach to management?
(A) 1, 2, and 3
(B) 1, 3, and 4
(C) 2, 4, and 5
(D) 1, 2, and 5

196. The process of monitoring, comparing, and correcting work performance is known as:
(A) Directing
(B) Coordinating
(C) Controlling
(D) Planning

197. Which of these is a key element of the organising function?
(A) Motivation
(B) Forecasting
(C) Delegation of authority
(D) Performance measurement

198. The Human Relations Approach to management was criticized for:
(A) Ignoring the human element in organizations.
(B) Being too mechanistic and impersonal.
(C) Over-emphasizing social and psychological factors while ignoring economic factors.
(D) Relying too heavily on mathematical models.

199. "Management is the art of getting things done through and with people in formally organized groups." This definition emphasizes management as a process of:
(A) Individual effort
(B) Technical skill
(C) Directing and coordinating people
(D) Financial control

200. What does 'authority' mean in the context of Fayol's principles?
(A) The power to use coercive force.
(B) The right to give orders and the power to exact obedience.
(C) The expertise an individual possesses.
(D) The influence of an informal leader.

201. Which of the following is NOT a step in the controlling process?
(A) Establishment of standards
(B) Measurement of performance
(C) Comparison of performance with standards
(D) Delegation of authority

202. The concept of 'synergy' is central to which management approach?
(A) Scientific Management
(B) Behavioural Approach
(C) Systems Approach
(D) Contingency Approach

203. A sales manager motivates the sales team with bonuses and recognition to achieve their quarterly targets. This is an example of which management function?
(A) Planning
(B) Organising
(C) Directing
(D) Controlling

204. Mary Parker Follett's work laid an early foundation for modern ideas on:
(A) Time and motion studies
(B) Employee participation, teamwork, and empowerment
(C) Bureaucratic structures
(D) Operations research

205. Match the following thinkers in List I with their key ideas in List II and select the correct option:
List I: (Thinker)
P. F.W. Taylor
Q. Henri Fayol
R. Elton Mayo
S. Chester Barnard
List II: (Key Idea)
1. General principles of management
2. The informal organization
3. Science of work
4. Social systems and human relations
Codes:
(A) P-3, Q-1, R-4, S-2
(B) P-1, Q-3, R-2, S-4
(C) P-3, Q-2, R-4, S-1
(D) P-4, Q-1, R-3, S-2

206. The choice of a particular leadership style based on the maturity and readiness of followers is a core concept in the:
(A) Systems approach
(B) Classical approach
(C) Contingency approach
(D) Quantitative approach

207. Consider the following statements and select the correct option:
Statement I : Coordinating is a deliberate function performed by managers.
Statement II : Cooperation is a voluntary effort of individuals.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

208. The 'one best way' to perform a task is a concept associated with:

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(A) Elton Mayo
(B) F.W. Taylor
(C) Mary Parker Follett
(D) Chester I. Barnard

209. The framework of roles and responsibilities within which an organization operates is determined by which function?
(A) Planning
(B) Organising
(C) Directing
(D) Controlling

210. Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Select the correct answer from the options given below:
Assertion (A) : Mary Parker Follett viewed conflict not as a wasteful warfare, but as a normal process which can be made constructive.
Reason (R) : She advocated for 'integration' as a method of conflict resolution, which seeks to find a solution that satisfies the underlying needs of all parties.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

211. Which management function is concerned with ensuring that the organization has the right number and kind of people, at the right places, at the right time?
(A) Planning
(B) Organising
(C) Staffing
(D) Controlling

212. In the systems theory of management, an organization is viewed as a(n):
(A) Closed system
(B) Open system
(C) Static system
(D) Isolated entity

213. The principle of 'Initiative' in Fayol's framework refers to:
(A) The need for managers to initiate all plans.
(B) The freedom for subordinates to think out and execute a plan.
(C) The starting point of the scalar chain.
(D) The first step in the controlling process.

214. The Hawthorne experiments shifted the focus of management from a mechanistic view to a _____ view.
(A) technical
(B) financial
(C) humanistic and social
(D) structural

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215. Consider the following statements regarding the Contingency Approach:
1. It is also known as the situational approach.
2. It seeks to provide 'one best way' solutions to management problems.
3. It suggests that management principles are universally applicable.
4. It emphasizes the fit between organizational processes and environmental conditions.

Which of the above statement(s) is/are correct?
(A) 1 and 4 only
(B) 2 and 3 only
(C) 1, 2, and 3 only
(D) 2, 3, and 4 only

216. Which of the following is considered the most critical and challenging part of the directing function?
(A) Issuing circulars
(B) Designing the organization structure
(C) Motivating employees
(D) Setting performance standards

217. The process of guiding the efforts of employees and other resources to accomplish stated goals is known as:
(A) Planning
(B) Organising
(C) Directing
(D) Staffing

218. The concept of 'functional foremanship' directly violates which of Fayol's principles?
(A) Unity of Direction
(B) Unity of Command
(C) Equity
(D) Order

219. According to Chester Barnard, when does an organization come into existence?
(A) When it is legally registered.
(B) When it has a physical office.
(C) When persons are able to communicate with each other, are willing to contribute action, and share a common purpose.
(D) When it hires its first employee.

220. Consider the following list of management approaches:
1. Scientific Management
2. Behavioural Approach
3. Systems Approach
4. Administrative Theory
5. Contingency Approach

Which of the above are considered modern approaches to management thought?
(A) 1, 2, and 3
(B) 1, 4, and 5
(C) 2, 3, and 5
(D) 2, 4, and 5

221. 'Management by Objectives' (MBO) is a technique primarily used for which two functions?
(A) Planning and Controlling
(B) Organising and Staffing
(C) Directing and Coordinating
(D) Staffing and Controlling

222. Consider the following statements and select the correct option:
Statement I : The Quantitative approach uses mathematical and statistical methods to improve decision-making.
Statement II : The Quantitative approach is most effective for solving problems related to human emotions and behavior.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

223. The orderly synchronization of efforts to provide the proper amount, timing, and quality of execution, so that unified action is directed toward the common purpose, is the definition of:
(A) Controlling
(B) Directing
(C) Planning
(D) Coordinating

224. Which of the following represents the correct sequence of steps in the decision-making process?
(A) Identify problem → Generate alternatives → Evaluate alternatives → Choose and implement
(B) Generate alternatives → Evaluate alternatives → Identify problem → Choose and implement
(C) Choose and implement → Identify problem → Generate alternatives → Evaluate alternatives
(D) Identify problem → Choose and implement → Evaluate alternatives → Generate alternatives

225. Arrange the following management functions in their logical sequence.
1. Controlling
2. Planning
3. Organising
4. Directing

Select the correct option:
(A) 1, 2, 3, 4
(B) 2, 3, 4, 1
(C) 2, 4, 3, 1
(D) 4, 2, 1, 3

226. The primary lesson from the 'Relay Assembly Test Room' experiments in the Hawthorne studies was:
(A) Better illumination increases productivity.
(B) Rest pauses and shorter workdays decrease productivity.
(C) Social attitudes and relationships of the workgroup are significant factors in productivity.
(D) Economic incentives are the only drivers of performance.

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227. The concept that there are boundaries that separate a system from its environment is a key idea in the:
(A) Scientific Management Approach

(B) Behavioural Approach
(C) Contingency Approach
(D) Systems Approach

228. Which of the following is NOT an element of the staffing process?
(A) Manpower planning
(B) Recruitment
(C) Selection
(D) Setting organisational objectives

229. "Power with, not power over" is a phrase that encapsulates the philosophy of:
(A) F.W. Taylor
(B) Henri Fayol
(C) Mary Parker Follett
(D) Elton Mayo

230. Match List I with List II regarding management functions and select the correct option:
List I: (Function)
P. Planning
Q. Organising
R. Directing
S. Controlling
List II: (Outcome/Purpose)
1. Ensuring performance conforms to plans.
2. Actuating employees towards goals.
3. Creating a framework of roles.
4. Setting a blueprint for action.
Codes:
(A) P-1, Q-2, R-3, S-4
(B) P-4, Q-3, R-2, S-1
(C) P-4, Q-2, R-3, S-1
(D) P-1, Q-3, R-2, S-4

231. The Behavioural Science approach to management primarily focuses on:
(A) The technical aspects of work.
(B) The application of scientific methods to work.
(C) The human aspects of organizations.
(D) The use of mathematical models.

232. A manager who strictly follows a 'one-size-fits-all' approach to leadership, regardless of the team's experience or the task's complexity, is ignoring the lessons of the:
(A) Contingency Approach
(B) Administrative Approach
(C) Scientific Management Approach
(D) Quantitative Approach

233. Which function of management involves filling and keeping filled, the positions in the organization structure?
(A) Planning
(B) Organising
(C) Staffing
(D) Controlling

234. The concept of 'espirit de corps' promotes:
(A) Strict discipline
(B) Teamwork and morale
(C) Individual initiative
(D) Centralized authority

235. Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Select the correct answer from the options given below:
Assertion (A) : Controlling is a backward-looking function.
Reason (R) : It involves post-mortem of past activities to find deviations from the standards.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

236. The process of assigning duties, granting authority, and creating accountability is known as:
(A) Coordination
(B) Delegation
(C) Communication
(D) Motivation

237. The 'Father of General Management' is:
(A) F.W. Taylor
(B) Henri Fayol
(C) Elton Mayo
(D) Chester I. Barnard

238. In the Systems Approach, what does 'entropy' signify?
(A) The tendency of a system to grow and survive.
(B) The synergy created by combining system parts.

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(C) The tendency of a closed system to disintegrate over time.
(D) The feedback received from the environment.

239. Leadership, motivation, and communication are key components of which function of management?
(A) Planning
(B) Organising
(C) Directing
(D) Controlling

240. Consider the following statements regarding the contributions of Mary Parker Follett:
1. She advocated for "power-over" as the best way to manage.
2. She introduced the concept of "constructive conflict" and "integration."
3. Her ideas emphasized group dynamics and collaboration.
4. She is primarily known for her work on time and motion studies.

Which of the above statement(s) is/are correct?
(A) 1 and 4 only
(B) 2 and 3 only
(C) 1, 2, and 3 only
(D) 2, 3, and 4 only

241. The function of management that links all other functions is:
(A) Planning
(B) Organising
(C) Staffing
(D) Coordinating

242. Consider the following statements and select the correct option:
Statement I : Decision making is the process of choosing from alternatives.
Statement II : Planning is not required for effective decision making.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

243. The primary difference between coordination and cooperation is that:
(A) Coordination is voluntary, while cooperation is a deliberate effort by management.
(B) Coordination is a deliberate effort by management, while cooperation is a voluntary group spirit.
(C) There is no difference; the terms are interchangeable.
(D) Coordination applies to individuals, while cooperation applies to departments.

244. Who among the following is associated with the concept of 'zone of indifference'?
(A) Elton Mayo
(B) Chester I. Barnard
(C) F.W. Taylor
(D) Henri Fayol

245. Consider the following list of principles:
1. Unity of Command
2. Mental Revolution
3. Scalar Chain
4. Functional Foremanship
5. Equity

Which of the above statement(s) is/are principles of management laid down by Henri Fayol?
(A) 1, 2, and 3
(B) 1, 3, and 5
(C) 2, 4, and 5
(D) 1, 4, and 5

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246. What is the main purpose of the staffing function?
(A) To set goals for the organization.
(B) To ensure the organization is filled with competent people.
(C) To monitor performance against standards.
(D) To guide and lead employees.

247. The idea that management practices should be adjusted to suit the specific circumstances of a situation is central to:
(A) The Contingency Approach
(B) The Systems Approach
(C) The Scientific Management Approach
(D) The Administrative Approach

248. The last step in the controlling process is:
(A) Setting standards
(B) Measuring performance

(C) Comparing performance
(D) Taking corrective action

249. The 'Hawthorne Effect' refers to the phenomenon where:
(A) Workers are motivated solely by financial incentives.
(B) Productivity declines when lighting conditions are improved.
(C) Worker productivity improves due to the attention they receive from researchers.
(D) Informal groups restrict output to a level they deem fair.

250. Which management function is considered the primary or foundational function?
(A) Controlling
(B) Organising
(C) Directing
(D) Planning

Direction : Please read the following source carefully.

The evolution of management thought is rooted in the early 20th century's quest for industrial efficiency. Frederick Winslow Taylor, often hailed as the father of Scientific Management, pioneered a systematic approach to revolutionize factory production. His philosophy centered on the belief that there was "one best way" to perform any task, which could be determined through rigorous scientific analysis, specifically time and motion studies. This approach sought to replace traditional rule-of-thumb methods with precise procedures. Taylor's framework included several key principles, such as the scientific selection and progressive development of workmen, bringing together the science of work and the scientifically selected men, and fostering a "mental revolution" where management and labor would cooperate to maximize prosperity. A core technique he proposed was the differential piece-rate system, which rewarded more productive workers with a higher rate of pay, thereby creating a direct incentive for increased output. Taylor's focus was almost exclusively on the operational level or the shop floor, aiming to optimize the performance of individual workers and tasks. His work laid the foundation for modern industrial engineering but was also criticized for its mechanistic view of human labor, often overlooking the psychological and social aspects of work.

Based on the above source, attempt the following five questions.

251. According to the passage, what was the primary objective of F.W. Taylor's Scientific Management?
(A) To enhance worker satisfaction and social interaction
(B) To replace traditional methods with scientifically determined procedures for efficiency
(C) To implement a system of democratic decision-making on the shop floor
(D) To reduce the working hours of industrial laborers

252. Which concept proposed by Taylor aimed to foster cooperation between management and labor for mutual benefit?
(A) The "mental revolution"
(B) Time and motion studies
(C) Functional foremanship
(D) The differential piece-rate system

253. The differential piece-rate system, as described in the source, was designed to achieve what?
(A) To ensure a standard, uniform wage for all workers
(B) To fund the scientific selection and training of workmen
(C) To provide a direct financial incentive for higher individual productivity
(D) To penalize workers who did not adhere to rule-of-thumb methods

254. The passage suggests that the primary focus of Taylor's work was on which level of the organization?
(A) The top executive level
(B) The middle management level
(C) The external market environment
(D) The operational or shop floor level

255. Based on the source, a potential criticism of Taylor's approach is its:
(A) Overemphasis on the psychological needs of workers
(B) Failure to provide any system for worker compensation
(C) Mechanistic view that disregards the social

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aspects of work

(D) Rejection of scientific analysis in favor of traditional methods

Direction : Please read the following source carefully.

While Taylor focused on shop-floor efficiency, Henri Fayol, a contemporary French industrialist, developed a more comprehensive theory of general management. Fayol's contributions, often termed Administrative Management, addressed the organization as a whole, focusing on the functions that managers must perform. He was one of the first to codify management as a distinct discipline that could be taught and learned. Fayol identified five primary functions of management: planning, organising, commanding, coordinating, and controlling. He also articulated fourteen universal principles of management, intended as flexible guidelines rather than rigid rules. These principles included concepts like division of work, authority and responsibility, discipline, unity of command (an employee should receive orders from one superior only), unity of direction, and esprit de corps. Unlike Taylor, whose perspective was that of a scientist from the "bottom-up," Fayol's perspective was that of a top-level manager looking "down-down." His work provided a foundational framework for understanding the administrative side of an enterprise, arguing that managerial ability was essential across all types of organizations, not just industrial ones. His principles aimed to improve overall organizational structure and efficiency.

Based on the above source, attempt the following five questions.

256. How does Henri Fayol's approach to management primarily differ from that of F.W. Taylor, according to the passage?

(A) Fayol focused on shop-floor tasks, while Taylor focused on the entire organization.

(B) Fayol addressed general management functions from a top-level perspective, whereas Taylor focused on operational efficiency from the bottom-up.

(C) Fayol's principles were rigid rules, while Taylor's were flexible guidelines.

(D) Fayol rejected the idea of a division of work, which Taylor heavily promoted.

257. Which of the following is identified in the passage as one of Fayol's five primary functions of management?

(A) Innovating

(B) Motivating

(C) Staffing

(D) Coordinating

258. The principle of "unity of command" as articulated by Fayol suggests that:

(A) An employee should report to and receive orders from only one manager.

(B) The entire organization should move in a single, unified direction.

(C) All managers within an organization should have equal authority.

(D) Management and labor should work together in harmony.

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259. What was Fayol's view on the nature of management as a discipline?

(A) It was an innate skill exclusive to industrial leaders.

(B) It was relevant only to large-scale French industries.

(C) It was a formal discipline that could be systematically taught and learned.

(D) It was less important than the technical skills of workers.

260. According to the source, what was the intended application of Fayol's fourteen principles of management?

(A) As flexible guidelines to improve organizational structure and efficiency

(B) As strict, unbreakable laws for all organizations

(C) As a framework applicable only to industrial manufacturing

(D) As a replacement for the five functions of management

Direction : Please read the following source carefully.

A significant departure from the classical school's mechanistic view came with the Human Relations movement, largely initiated by the work of Elton Mayo. The famous Hawthorne Studies, conducted from 1924 to 1932, were pivotal in this shift. Initially designed to study the effect of physical conditions (like lighting) on worker

productivity, the experiments yielded unexpected results. Researchers discovered that productivity tended to increase regardless of the changes in physical conditions. This phenomenon, later termed the Hawthorne Effect, suggested that the special attention given to the workers, and not the environmental changes, was the key factor. Mayo and his colleagues concluded that social and psychological factors were powerful determinants of employee morale and productivity. The informal social system of the work group, with its own norms and codes of conduct, was found to have a more profound impact on behavior than the formal structures and economic incentives championed by scientific management. This research highlighted the importance of employee attitudes, group dynamics, and the need for managers to consider the "human" element. The Human Relations approach thus advocated for better communication, employee participation, and a more humane style of supervision to improve productivity.

Based on the above source, attempt the following five questions.

261. What was the central conclusion drawn from the Hawthorne Studies, as described in the passage?
(A) Physical working conditions are the most important factor in determining productivity.
(B) Economic incentives are the only effective motivators for workers.
(C) The formal organizational structure is more influential than informal group dynamics.
(D) Social and psychological factors significantly influence employee morale and productivity.

262. The "Hawthorne Effect" refers to the phenomenon where:
(A) Productivity decreases when physical conditions are improved.
(B) Workers' output increases primarily because they are receiving special attention.
(C) Informal group norms consistently align with management's goals.
(D) Economic incentives lead to a decline in employee morale.

263. According to Elton Mayo's findings, which factor had a more profound impact on worker behavior?
(A) The level of illumination in the workplace
(B) The formal rules and procedures of the company
(C) The informal social system of the work group
(D) The differential piece-rate payment system

264. The Human Relations approach, stemming from Mayo's work, advocated for which of the following managerial practices?
(A) Stricter control and supervision of workers
(B) A focus solely on optimizing physical tasks
(C) Increased reliance on rule-of-thumb methods
(D) Better communication and employee participation

265. How did the Human Relations movement contrast with the principles of Scientific Management?
(A) It focused on the "human" element, while Scientific Management focused on tasks and economic incentives.
(B) It emphasized a mechanistic view of labor, similar to Scientific Management.
(C) It completely ignored productivity in favor of employee happiness.
(D) It concluded that informal groups hinder organizational efficiency.

Direction : Please read the following source carefully.

Bridging the gap between classical and behavioural theories, the contributions of Mary Parker Follett and Chester I. Barnard offered a more integrated perspective on management. Follett, a social philosopher, introduced concepts that were ahead of her time, such as "power with" rather than "power over" and the resolution of conflict through integration, where a mutually acceptable solution is found, rather than through domination or compromise. She viewed management as a social process and organizations as communities, emphasizing coordination and dynamic, participative group action. Chester Barnard, a business executive, offered profound insights in his work, particularly regarding the nature of authority and informal organizations. He proposed the "Acceptance Theory of Authority," which posits that authority is not derived merely from a manager's position, but is granted by the

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subordinate who chooses to accept the directive. According to Barnard, a directive would be accepted if the subordinate understood it, believed it was consistent with organizational purposes, perceived it as compatible with their personal interests, and was mentally and physically able to comply. Barnard also was one of the first to formally recognize the crucial role of the informal organization as a vital means of communication and cohesion within the formal structure.

Based on the above source, attempt the following five questions.

266. According to the passage, Mary Parker Follett advocated for resolving conflict through which method?
(A) Domination, where one party wins
(B) Integration, where a new, mutually acceptable solution is created
(C) Compromise, where both parties lose something
(D) Avoidance, where the conflict is ignored

267. Chester Barnard's "Acceptance Theory of Authority" suggests that authority ultimately rests with the:
(A) Top-level executive who issues the command
(B) Subordinate who decides whether to comply with a directive
(C) Formal organizational chart and job descriptions
(D) Informal group leader who influences the team

268. Which of the following is NOT listed as a condition for a subordinate to accept a directive, according to Barnard's theory?
(A) The subordinate must agree with the manager's leadership style.
(B) The subordinate must understand the communication.
(C) The subordinate must believe the directive is consistent with organizational purpose.
(D) The subordinate must be physically and mentally able to comply.

269. How did Mary Parker Follett's concept of power differ from traditional views?
(A) She emphasized "power over" subordinates.
(B) She believed power should only reside with top management.
(C) She advocated for "power with" people in a cooperative manner.
(D) She argued that power was irrelevant in organizations.

270. What was Chester Barnard's perspective on the informal organization?
(A) It should be eliminated to maintain formal control.
(B) It is irrelevant to the functioning of the formal organization.
(C) It is primarily a source of conflict and resistance.
(D) It serves as a vital means of communication and cohesion.

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Direction : Please read the following source carefully.

The Behavioural Approach to management evolved from the foundations of the Human Relations movement, broadening its scope to incorporate a more complex understanding of individual and group behavior. While the Human Relations movement primarily focused on morale and social needs, the Behavioural Science approach applied more rigorous scientific methods drawn from psychology, sociology, and anthropology to study human behavior in organizations. This approach does not offer a single, unified theory but encompasses a range of concepts related to motivation, leadership, communication, group dynamics, and organizational change. Behavioural scientists moved beyond the simplistic view that a happy worker is a productive worker, seeking instead to understand the intricate variables that influence human performance. They emphasized the need for managers to understand the psychological makeup of employees, including their needs, values, and motivations. The approach champions a more participative and democratic style of management, suggesting that employee involvement in decision-making can lead to greater commitment and higher performance. It underscores that organizations are social systems, and the behavior of individuals is shaped by both their personal attributes and the social context of their work environment. Therefore, effective management requires strong interpersonal skills and an understanding of human dynamics.

Based on the above source, attempt the following

five questions.

271. What is a key distinction between the Behavioural Approach and the earlier Human Relations movement, as described in the passage?
(A) The Behavioural Approach rejected the importance of social factors at work.
(B) The Human Relations movement focused on individual psychology, while the Behavioural Approach focused only on group dynamics.
(C) The Behavioural Approach used more rigorous scientific methods from various social sciences.
(D) The Behavioural Approach concluded that a happy worker is always a productive worker.

272. The Behavioural Approach to management draws its concepts from which of the following disciplines?
(A) Mathematics, engineering, and physics
(B) Psychology, sociology, and anthropology
(C) Biology, chemistry, and genetics
(D) Economics, finance, and accounting

273. According to the Behavioural Approach, effective management primarily requires:
(A) Strong technical and quantitative skills
(B) The ability to enforce strict rules and regulations
(C) A focus on maximizing short-term economic output
(D) Strong interpersonal skills and an understanding of human dynamics

274. How does the Behavioural Approach view organizations?
(A) As social systems where behavior is contextually shaped
(B) As purely mechanistic systems
(C) As closed systems uninfluenced by the environment
(D) As simple structures where authority flows from the top

275. A central tenet of the Behavioural Approach is that:
(A) A manager's authority is the only factor that influences employee behavior.
(B) Individual needs and values are irrelevant to organizational performance.
(C) Employee involvement in decision-making can enhance commitment and performance.
(D) The sole purpose of management is to monitor and control employee actions.

Direction : Please read the following source carefully.

The Systems Approach to management conceptualizes an organization not as a collection of disparate parts, but as a unified, purposeful system composed of interrelated and interdependent subsystems. This perspective gained prominence in the mid-20th century, drawing analogies from biological and physical sciences. A key distinction in this approach is between closed and open systems. A closed system is viewed as self-contained and not interacting with its external environment, a perspective often implicitly held by early management theorists. In contrast, the Systems Approach primarily views organizations as open systems that actively interact with their environment by taking in inputs (such as resources, information, and labor), transforming them through a production process, and discharging outputs (products, services) back into the environment. This interaction is crucial for survival and growth. Important concepts within this approach include synergy, the idea that the whole is greater than the sum of its parts, and entropy, the natural tendency of a system to decay and disintegrate if it does not receive inputs to maintain itself. For managers, this approach means that decisions and actions in one part of the organization will have effects on other parts, and that the organization must be adaptable to changes in its external environment to avoid entropy.

Based on the above source, attempt the following five questions.

276. What is the fundamental premise of the Systems Approach to management?
(A) An organization is a unified system of interrelated subsystems.
(B) An organization is a set of independent departments that do not affect one another.
(C) An organization should be a closed system to protect it from the environment.
(D) The only important part of an organization is its transformation process.

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277. According to the passage, an "open system" is characterized by its:
(A) Lack of interaction with the external environment
(B) Natural tendency to decay regardless of external factors
(C) Focus on internal efficiency without considering external changes
(D) Active interaction with its environment through inputs and outputs

278. The concept of "synergy" in the Systems Approach implies that:
(A) Each subsystem should operate in complete isolation to maximize its efficiency.
(B) The combined output of subsystems is greater than the sum of their individual outputs.
(C) A system will naturally move towards disorder and decay over time.
(D) The external environment has a negative impact on the organization.

279. What does the concept of "entropy" suggest for an organization?
(A) The organization will grow indefinitely without any effort.
(B) The whole is always less than the sum of its parts.
(C) The organization must adapt to its environment and receive inputs to avoid decline.
(D) The organization does not need to monitor its outputs.

280. From a Systems Approach perspective, why must a manager be concerned with the external environment?
(A) Because the environment is the sole source of all problems.
(B) Because the organization is a closed system that must be protected.
(C) Because internal subsystems are not interconnected.
(D) Because the organization depends on the environment for inputs and as an outlet for outputs.

Direction : Please read the following source carefully.

The Quantitative Approach to management, also known as management science or operations research, emerged from the military challenges of World War II. Teams of mathematicians, physicists, and other scientists were formed to solve complex strategic and tactical problems using mathematical and statistical methods. After the war, these techniques were adapted for application in the business world. The essence of the Quantitative Approach is the use of mathematical models, statistical analyses, and computer simulations to improve decision-making. It aims to make management a more objective and scientific process by providing rational, data-driven bases for choices. Common techniques include linear programming for resource allocation, queuing theory for managing waiting lines, and inventory models for optimizing stock levels. This approach is particularly effective for solving problems that are structured, measurable, and involve the allocation of scarce resources. While highly valuable for planning and control functions, the Quantitative Approach is sometimes criticized for its limitations in dealing with the human element. Behavioral factors such as morale, motivation, and personality are difficult to quantify and incorporate into mathematical models, meaning this approach is often used as a tool to aid managerial judgment rather than as a complete replacement for it.

Based on the above source, attempt the following five questions.

281. What was the origin of the Quantitative Approach to management?
(A) The solving of military problems during World War II
(B) The human relations studies in the 1930s
(C) The development of administrative principles by Henri Fayol
(D) The rise of social psychology in the 1950s

282. The primary aim of the Quantitative Approach is to:
(A) Focus on the psychological and social aspects of the workplace.
(B) Improve decision-making through the use of mathematical and statistical models.
(C) Develop universal principles of management applicable to all situations.
(D) Understand the organization as an open system interacting with its environment.

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283. Which of the following problems would be most suitable for the application of the Quantitative Approach?
(A) Improving employee morale after a corporate merger
(B) Optimizing inventory levels to minimize holding and stockout costs
(C) Designing an effective advertising campaign
(D) Selecting a new CEO for the company

284. A significant limitation of the Quantitative Approach, as mentioned in the passage, is its:
(A) Difficulty in incorporating non-quantifiable behavioral factors
(B) Lack of scientific rigor and objectivity
(C) Inability to be applied to planning and control functions
(D) Over-reliance on historical, non-numerical data

285. The passage suggests that the Quantitative Approach is best used as:
(A) A complete replacement for all managerial intuition and experience.
(B) The primary method for handling all interpersonal conflicts.
(C) A tool to aid managerial judgment, especially for structured problems.
(D) A historical perspective with no modern relevance.

Direction : Please read the following source carefully.

The Contingency Approach, which gained prominence in the 1960s, represents a significant departure from the universalist perspective of early management theories. It is built upon the central premise that there is no one best way to manage. Instead, the most effective management style, organizational structure, or control system is contingent upon the specific situation. This "it depends" philosophy suggests that managers must first diagnose the key variables in a given situation and then select the management practices that are most appropriate under those conditions. The contingency view is a logical extension of the systems approach, as it emphasizes the importance of the external environment and other situational factors. Key contingency variables identified by researchers include the organization's size, the technologies used in its operations, the degree of uncertainty in its environment, and the individual differences among its employees. For example, a stable and predictable environment might be best managed with a more formal, hierarchical structure (as classical theorists proposed), whereas a rapidly changing, uncertain environment might require a more flexible, adaptive structure. The Contingency Approach thus encourages managers to be more diagnostic and flexible, rejecting universal principles in favor of situation-specific solutions.
Based on the above source, attempt the following five questions.

286. What is the core idea of the Contingency Approach to management?
(A) There is one single best way to manage all organizations.
(B) All management problems can be solved with mathematical models.
(C) The human element is the only factor that managers need to consider.
(D) The most effective management practice depends on the specific situation.

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287. The Contingency Approach is described as a logical extension of which other management approach?
(A) The Scientific Management Approach
(B) The Administrative Management Approach
(C) The Systems Approach
(D) The Quantitative Approach

288. Which of the following is identified in the passage as a key contingency variable?
(A) The manager's personal preference for a specific theory
(B) The degree of uncertainty in the environment
(C) The historical founding date of the organization
(D) The universal principles of management

289. According to the Contingency Approach, a formal, hierarchical structure would be most appropriate in which type of environment?
(A) A rapidly changing and uncertain environment
(B) A small organization with highly creative employees
(C) An environment where technology changes

daily
(D) A stable and predictable environment

290. How does the Contingency Approach guide managers in their roles?
(A) It encourages them to be diagnostic and flexible in applying management practices.
(B) It provides them with a set of rigid, universal rules to follow.
(C) It instructs them to ignore the external environment and focus only on internal issues.
(D) It advises them to always use a participative leadership style, regardless of the situation.

Direction : Please read the following source carefully.

Among the primary functions of management, Planning and Decision Making are foundational. Planning is the conscious, systematic process of making decisions about the goals and activities that an individual, a group, a work unit, or the overall organization will pursue in the future. It involves analyzing the current situation, anticipating the future, determining objectives, and deciding on the actions needed to achieve them. Essentially, planning provides a blueprint for action, bridging the gap between where the organization is and where it wants to be. This function is inextricably linked to Decision Making, which is the process of identifying and choosing a course of action from a set of alternatives to solve a specific problem or seize an opportunity. While planning sets the broad context and objectives, decision-making is the core activity that occurs at every step of the planning process and throughout all other management functions. Effective planning requires managers to make a series of crucial decisions about resource allocation, priorities, and methods. Without clear planning, decision-making can become haphazard and reactive, and without sound decision-making, even the most detailed plans are unlikely to succeed. Both are intellectual processes that require critical thinking and foresight.

Based on the above source, attempt the following five questions.

291. According to the passage, what is the fundamental purpose of the planning function?
(A) To react to past organizational failures
(B) To exclusively manage the day-to-day activities of employees
(C) To bridge the gap between the organization's present state and its desired future
(D) To eliminate the need for all future decision making

292. How is the relationship between planning and decision making described in the source?
(A) Planning provides the context for decision making, which is a core process within planning and other functions.
(B) They are two completely independent and unrelated functions.
(C) Decision making is a subset of planning and is not relevant to other functions.
(D) Planning is a reactive process, while decision making is a proactive one.

293. The passage defines decision making as the process of:
(A) Analyzing the current organizational situation without taking action.
(B) Anticipating all possible future scenarios with perfect accuracy.
(C) Documenting the historical performance of the organization.
(D) Identifying and selecting a course of action from alternatives.

294. What is the likely outcome of decision-making without a clear plan, based on the source?
(A) It will be highly strategic and effective.
(B) It will be haphazard and reactive.
(C) It will be systematic and well-ordered.
(D) It will lead to guaranteed organizational success.

295. The passage characterizes both planning and decision making as what type of processes?
(A) Physical and manual processes
(B) Exclusively social and collaborative processes
(C) Intellectual processes requiring foresight
(D) Intuitive processes that cannot be taught

Direction : Please read the following source carefully.

Following planning, managers must engage in the functions of Organising, Staffing, Directing, Controlling, and Coordinating to execute

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the strategic vision. Organising is the process of assembling and arranging human and physical resources to form a coherent structure and facilitate the achievement of objectives. It involves defining tasks, grouping them into departments, and establishing authority relationships. Staffing follows organising and is concerned with locating, recruiting, selecting, training, and developing people for positions identified in the organisational structure. It is the critical function of matching the right people with the right jobs. Directing involves guiding, leading, and motivating subordinates to perform their tasks effectively. It is the action-oriented function where managers instruct and oversee the performance of their team. Controlling is the process of monitoring performance, comparing it with pre-set standards, and taking corrective action when necessary to ensure that goals are being met. Finally, Coordinating is the essence of management, the process of synchronizing the efforts of all individuals, groups, and departments to ensure they work together harmoniously towards common goals. While sometimes seen as a separate function, it is often considered an integral aspect of all other functions, binding them together to create a seamless operational flow.

Based on the above source, attempt the following five questions.

296. Which management function is described as creating a coherent structure and establishing authority relationships?
(A) Directing
(B) Controlling
(C) Staffing
(D) Organising

297. The function of Staffing is primarily concerned with:
(A) Matching the right people with the right jobs
(B) Monitoring performance against standards
(C) Synchronizing the efforts of all departments
(D) Issuing orders and instructions to subordinates

298. According to the passage, Directing is considered an "action-oriented" function because it involves:
(A) Setting future goals and objectives
(B) Guiding, leading, and motivating subordinates in their tasks
(C) Analyzing the external environment
(D) Designing the formal structure of the organization

299. What is the primary purpose of the Controlling function?
(A) To recruit and select new employees for the organization
(B) To ensure that performance conforms to established standards through monitoring and correction
(C) To develop new long-term strategic plans
(D) To create a harmonious and cooperative work environment through motivation

300. How is the function of Coordinating described in the passage?
(A) As the essence of management that synchronizes efforts and binds all other functions
(B) As a function that is completely separate and independent from all others
(C) As the process of selecting and training employees
(D) As the process of establishing the formal organizational structure

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ANSWERS

1. (B) Science of work
Scientific management advocates for replacing rule-of-thumb methods with a systematic approach to analyzing tasks. This concept involves gathering data about every element of a worker's job to establish the most efficient method of performance. By studying workflows in detail, management can optimize labor productivity and economic efficiency. This methodical study ensures that tasks are standardized and performed using the most effective techniques discovered through objective observation.

2. (C) Statement I is correct, but Statement II is incorrect.
Management theory distinguishes between the core functions and the guiding principles of administrative practice. Five distinct functions including planning and controlling are universally recognized as the foundation of managerial work. However, the fourteen principles of management are intended to be flexible guidelines rather than absolute or rigid rules. Effectiveness in leadership requires adapting these principles to specific organizational contexts and varying situations rather than following them blindly in every instance.

3. (C) The studies confirmed that financial incentives were the sole and most powerful motivator for workers.
Historical research into workplace behavior revealed that productivity is influenced by a complex array of factors beyond simple monetary rewards. While classical theories emphasized pay, later studies demonstrated that social interactions and psychological well-being play a critical role in employee performance. Findings indicated that workers often respond more significantly to being part of a group and receiving attention from supervisors than to individual financial gains. This shift emphasized the human element.

4. (D) Integration
Mary Parker Follett proposed that integration is the most effective method for resolving organizational conflicts. Unlike domination or compromise, integration involves finding a solution that fulfills the underlying needs of all parties without requiring anyone to sacrifice their core interests. This approach fosters collaboration and often results in creative outcomes that benefit the entire organization. It requires open communication and a focus on shared objectives instead of personal victories or simple concessions.

5. (A) P-3, Q-4, R-1, S-2
Management history is defined by several key contributors who introduced foundational concepts for organizational theory. Scientific management focuses on maximizing efficiency through task analysis, while administrative theory establishes broad principles for general management. Human relations research highlights the importance of social factors in productivity. Finally, the acceptance theory of authority explains how leadership effectiveness depends on employee consent. Together, these theories provide a comprehensive framework for understanding the evolution of modern management practices.

6. (B) Orders an employee accepts without consciously questioning the manager's authority.
The acceptance theory of authority suggests that a manager's power depends on whether subordinates choose to follow orders. The zone of indifference describes a specific range of instructions that employees are willing to accept and execute without consciously questioning the supervisor's right to lead. Within this zone, orders are perceived as legitimate and consistent with organizational goals, leading to automatic and uncritical compliance. This concept highlights that effective authority requires employee consent.

7. (D) Cause: Higher wages for more productive workers; Effect: Increased overall output.
The differential piece-rate system was designed to increase industrial productivity by directly linking employee compensation to their level of performance. By offering higher wage rates

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to workers who exceed established standards, management creates a strong financial incentive for efficiency. This approach encourages employees to maximize their output while penalizing those who fail to meet targets. It assumes that workers are primarily motivated by economic rewards and will work harder to earn more.

8. (A) It focuses on understanding human behaviour, group dynamics, and motivation to improve productivity.
The behavioural approach represents a significant evolution in management thought by focusing on the psychological and social aspects of the workplace. It emphasizes that understanding individual motivation and group dynamics is essential for improving organizational performance. Unlike earlier mechanistic theories, this perspective recognizes that employees are complex social beings whose productivity is influenced by morale and interpersonal relationships. This approach integrates insights from psychology and sociology to create a more supportive environment.

9. (C) Static Equilibrium
Systems theory views organizations as dynamic entities that must constantly interact with their environment to survive. Key elements include the resources brought into the organization, the processes used to transform them, and the resulting goods or services produced. Because internal and external conditions are always changing, a healthy system maintains a state of dynamic movement rather than a fixed or static state. This continuous adjustment allows the organization to remain effective and relevant.

10. (A) Both A and R are true and R is the correct explanation of A.
The contingency approach represents a shift away from universal management theories that prescribe a single best way to lead. It emphasizes that organizational effectiveness depends on the alignment between management styles and specific environmental circumstances. Factors such as technology, market volatility, and workforce characteristics dictate which methods will succeed. Therefore, managers must be adaptable and analyze their unique situation before selecting appropriate strategies and structures to ensure the best possible organizational outcomes.

11. (D) Applying statistical, optimization, and information models to management activities.
The quantitative approach focuses on improving managerial decision-making through the use of rigorous mathematical and statistical techniques. Often referred to as management science, this method involves developing complex models to solve operational problems and optimize resource allocation. By using data-driven analysis and computer simulations, managers can evaluate various alternatives and select the most efficient course of action. This approach is particularly useful for addressing complicated logistics, production scheduling, and inventory control challenges.

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12. (B) Controlling - Monitoring activities and making corrections.
Controlling is a vital management function focused on ensuring that organizational activities align with established plans. This process involves setting performance standards, measuring actual results, and identifying any significant deviations that require corrective action. By monitoring progress and making necessary adjustments, managers can keep the organization on track toward its goals. Effective control systems provide the feedback necessary for continuous improvement and help prevent minor issues from becoming major organizational failures over time.

13. (C) The phenomenon where the whole system is greater than the sum of its parts.
Synergy is a fundamental concept in systems theory describing how the interaction of components creates a result greater than the sum of individual efforts. In an organizational context, this means that departments working together harmoniously produce more value than they could independently. This phenomenon justifies the existence of integrated organizations and highlights why coordination between various units is essential for maximizing overall output and efficiency. Effective management seeks to create and maintain this synergy.

14. (A) Both Statement I and Statement II are correct.

The contingency approach is frequently described as a situational perspective because it recognizes that there is no universal set of rules for management. Effectiveness depends on matching specific techniques to the unique circumstances, timing, and environmental factors facing an organization. Managers must be skilled at analyzing their context to determine which leadership styles or structures will be most appropriate. This flexible mindset allows leaders to adapt their strategies as internal and external conditions change.

15. (C) 1, 2, and 4 only
Frederick Taylor's principles of scientific management emphasized a systematic approach to improving industrial efficiency. He advocated for developing a science for every job element and using scientific methods to select and train workers. Furthermore, he believed in fostering cooperation between management and employees to ensure that standardized work methods were followed. While he focused on optimization and task performance, he did not place a primary emphasis on informal social groups to boost worker morale.

16. (B) F.W. Taylor
Functional foremanship is a specialized management technique introduced by Frederick Taylor to improve supervision on the factory floor. Instead of having a single supervisor, this system divides oversight among eight different specialists, each responsible for a specific aspect of the job. This approach ensures that workers receive expert guidance in areas such as scheduling, quality control, and equipment maintenance. It reflects Taylor's commitment to specialization and the scientific analysis of every element of industrial work.

17. (B) Quantitative Approach
The quantitative approach uses mathematical modeling and statistical analysis to solve complex operational problems and improve decision-making efficiency. Techniques such as linear programming help managers optimize resource allocation and determine the most effective strategies for logistics and production. By focusing on data-driven solutions, this approach minimizes guesswork and provides a rigorous framework for evaluating various alternatives. This method is highly effective in industries where precision and optimization are critical for maintaining a competitive advantage.

18. (A) It is a one-time activity that does not require revision.
Planning is the foundational function of management that involves setting objectives and determining the best course of action to achieve them. Because the business environment is constantly changing, planning must be a continuous and dynamic process rather than a static event. Managers must regularly review and update their plans to account for new information and shifting circumstances. Effective planning reduces uncertainty and provides a clear roadmap for all other managerial activities within the entire organization.

19. (C) Cause: Focus on workers' social needs; Effect: Increased morale and higher productivity.
The Hawthorne studies shifted the focus of management from physical working conditions to the psychological and social factors that influence employee behavior. Researchers discovered that when management shows genuine interest in workers and addresses their social needs, employee morale improves significantly. This increase in morale leads to higher productivity, demonstrating that organizations are social systems rather than just mechanistic structures. These findings laid the groundwork for the human relations movement and modern organizational behavior theories used today.

20. (B) 1, 3, and 5 only
Henri Fayol established fourteen fundamental guidelines designed to improve organizational management and efficiency. Key among these are the concepts of maintaining a clear line of authority from the top down and ensuring team harmony. Additionally, he emphasized that each subordinate should receive instructions from only one supervisor to avoid confusion. These principles provide a structured framework for managing complex industrial organizations across various sectors. Concepts like functional foremanship belong to scientific management rather than Fayol's work.

21. (C) Planning

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Planning is the primary management function that establishes a blueprint for an organization's future activities. It involves defining clear objectives, formulating strategies to reach those goals, and creating a hierarchy of plans to coordinate efforts across different levels. By looking ahead and making informed decisions in advance, managers can reduce the risks associated with uncertainty. This forward-looking process provides the necessary direction and standards against which the effectiveness of all other management functions is measured.

22. (C) Statement I is correct, but Statement II is incorrect.
Decision-making is fundamentally integrated into the planning process because every plan requires choosing between different paths or strategies. While making choices is essential for setting objectives and determining actions, not all decision-making involves the formal preparation of plans. Many decisions made by managers are operational or immediate and do not require the development of a structured blueprint for future activities. Therefore, planning and choice are related but have distinct applications in the daily life of a manager.

23. (D) Appraising the performance of employees.
Organizing focuses on creating an structural framework to coordinate resources and activities toward organizational goals. This function involves grouping related tasks, assigning specific duties to individuals, and establishing clear lines of authority and responsibility. While identifying activities and delegating tasks are central to the organizing process, the evaluation of employee performance is categorized under the staffing or controlling functions rather than the initial design of roles. Proper organizing ensures that everyone knows their specific role and reporting relationships.

24. (A) Coordinating
Coordination is often described as the essence of management because it ensures that the efforts of various individuals and departments are unified and synchronized. It acts as a binding force that links all other management functions together, ensuring that everyone moves toward the same organizational objectives. Without effective coordination, specialized units may work at cross-purposes, leading to inefficiency and conflict. This deliberate managerial action is necessary to achieve harmony and maximize the collective impact of all activities.

25. (A) 2, 4, 1, 3
The evolution of management thought has followed a logical progression over the last century. It began with the focus on task efficiency through scientific management and transitioned into administrative management, which established principles for organizational structure. Later, the human relations approach highlighted the importance of social factors and psychological needs. Finally, the contingency approach emerged, recognizing that effectiveness depends on the specific situation. This sequence reflects an increasing understanding of the complexity of human behavior and organizations.

26. (A) It is the process of filling and keeping filled the positions in the organization structure.
Staffing is the management function concerned with the human element of the organization. It involves identifying personnel requirements and then recruiting, selecting, placing, and training individuals to fill specific roles. Beyond initial hiring, staffing also includes ongoing activities such as performance appraisal, promotion, and professional development. By ensuring that the right people are in the right jobs at the right time, the staffing function provides the necessary talent for the organization to achieve its strategic objectives effectively.

27. (D) Establishment of standards.
The controlling process begins with the establishment of performance standards that serve as benchmarks for evaluating organizational activities. These standards are typically derived from the objectives set during the planning phase and define the expected level of achievement. Without clear standards, managers have no basis for measuring actual performance or determining if corrective action is necessary. Establishing these criteria early provides a framework for monitoring progress and ensures that everyone understands the goals they are expected to meet.

28. (B) Coordinating
Coordination involves the deliberate synchronization of activities across different

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departments to ensure they work together harmoniously. In this scenario, aligning marketing schedules with production capacity and financial budgets prevents resource shortages and ensures a smooth product launch. This function ensures that specialized units do not operate in isolation but instead contribute to a unified organizational effort. Effective coordination minimizes wasted effort and maximizes the efficient use of time and resources across the entire company.

29. (C) Controlling - Forecasting
Management involves several distinct functions, each with its own set of tools and objectives. Controlling is focused on monitoring performance and ensuring it aligns with pre-established standards. While forecasting is a critical skill for managers, it is primarily an activity associated with the planning function, where it helps in predicting future trends and setting objectives. Other pairings correctly link directing with leadership, organizing with departmental structure, and staffing with the evaluation of employee performance and development.

30. (B) P-3, Q-1, R-4, S-2
Management theory is composed of various approaches, each with a specific focus on organizational effectiveness. The systems approach views an organization as a set of interrelated parts that create synergy. The contingency approach emphasizes that management actions must be appropriate for the specific situation. The behavioural approach focuses on motivation and group dynamics, while the quantitative approach uses operations research and mathematical models. Understanding these different perspectives allows managers to choose the most effective tools for their unique challenges.

31. (A) Finding a solution that satisfies all parties' desires without any concessions.
Integration is a sophisticated method of conflict resolution where parties collaborate to find a solution that satisfies everyone's interests simultaneously. Unlike compromise, which involves each side giving up something, or domination, where one side wins, integration creates a new alternative that addresses all concerns. This process fosters a cooperative atmosphere and leads to more sustainable outcomes because all participants feel their needs have been respected and fully met. It focuses on identifying shared goals rather than fighting over positions.

32. (C) Statement I is correct, but Statement II is incorrect.
Chester Barnard made significant contributions to management by highlighting the coexistence of formal and informal organizations. He recognized that personal interactions and social groups are essential for organizational health. However, his acceptance theory of authority proposed that power does not simply flow downward from managers; instead, it is granted by subordinates who choose whether to accept and follow orders. This bottom-up perspective emphasizes that leadership effectiveness relies on the willingness of employees to cooperate with their superiors.

33. (B) Unity of Command
The principle of unity of command states that every employee should receive orders from and report to only one direct supervisor. This concept is designed to prevent confusion, conflicting instructions, and the dilution of authority within the organization. By maintaining a single line of command, managers can ensure clear communication and accountability. Violating this principle often leads to instability and inefficiency, as subordinates struggle to prioritize competing demands from multiple bosses in a complex work environment.

34. (A) Quantitative Approach
The quantitative approach utilizes mathematical modeling and data analysis to optimize organizational processes and reduce costs. By analyzing admission data to create efficient staffing schedules, the hospital administrator is applying management science to solve a complex operational problem. This data-driven method allows for precise decision-making that balances resource requirements with financial constraints. It is particularly effective in situations where large amounts of data can be used to predict trends and determine the most efficient allocation of labor and equipment.

35. (A) Both A and R are true and R is the correct explanation of A.

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The behavioural approach significantly expanded the scope of management theory by shifting the focus from mechanistic structures to the human element. By incorporating insights from psychology, sociology, and anthropology, theorists gained a deeper understanding of what motivates individuals and how group dynamics influence productivity. This interdisciplinary perspective recognized that organizations are social systems where employee attitudes and relationships are as important as technical efficiency. This broader view transformed how managers lead, communicate, and design workplaces to foster engagement.

36. (D) Staffing
Staffing is the management function dedicated to ensuring that the organization has the right personnel to achieve its objectives. It involves a systematic process of identifying human resource needs and then recruiting, selecting, and placing individuals in roles that match their skills and qualifications. By focusing on "putting the right person in the right job," managers can maximize individual performance and overall organizational efficiency. This function also encompasses the ongoing training and development required to maintain a competent workforce over time.

37. (C) Scalar Chain
The scalar chain represents the formal line of authority and communication from the top to the bottom of an organization. Henri Fayol proposed the "gang plank" as a necessary exception to this principle to allow for faster communication between employees at the same level in different departments. This shortcut prevents delays in urgent situations by bypassing the lengthy traditional hierarchy. While the scalar chain maintains order, the gang plank ensures the flexibility needed for efficient organizational operation when time is critical.

38. (B) It focuses on one specific part of the organization in isolation.
The systems approach is characterized by a holistic perspective that views the organization as a set of interrelated and interdependent parts. It rejects the idea of analyzing departments in isolation, recognizing instead that a change in one area will inevitably affect others. Key aspects include viewing the organization as an open system that interacts with its environment and utilizing feedback for self-regulation. This approach emphasizes the importance of coordination and synergy to ensure that the entire system functions effectively.

39. (D) Satisficing
Decision-making often involves significant constraints regarding time, information, and cognitive capacity, making it impossible to always find the absolute best solution. Instead of optimizing, managers frequently engage in satisficing, which means selecting the first option that meets the minimum established criteria. This practical approach acknowledges human limitations and allows organizations to move forward efficiently without becoming paralyzed by the search for a perfect alternative. It is a realistic strategy for managing in a complex and rapidly changing environment.

40. (D) 1, 2, and 4 only
Directing is the management function focused on actuating employees and guiding their efforts toward achieving organizational goals. Key elements include leadership to provide direction, communication to share information, and motivation to encourage high performance. These activities focus on the interpersonal relationships between managers and their subordinates. While performance appraisal is a critical managerial task, it is generally considered a part of the staffing or controlling functions rather than a primary element of the directing process itself.

41. (C) There is no one best way to manage; effectiveness depends on the situation.
The contingency approach posits that management effectiveness is not the result of following universal principles but rather depends on the specific situation at hand. It suggests that different environmental conditions and organizational characteristics require different leadership styles and structures. Managers must be skilled at analyzing their unique context to determine which techniques will be most successful. This perspective emphasizes flexibility and the need to adapt management practices to fit the ever-changing demands of the internal and external organizational environment.

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42. (A) Both Statement I and Statement II are correct.
Planning and controlling are closely linked functions that focus on both the future and the past. Controlling is forward-looking because its primary purpose is to identify deviations so that future actions can be brought in line with objectives. Conversely, planning is backward-looking as it relies on feedback from previous performance and historical data to set realistic goals. These functions operate in a continuous cycle, with planning providing the standards for control and control providing the insights needed for future planning.

43. (D) Co-active and collaborative power
Mary Parker Follett advocated for a shift from hierarchical control to a more collaborative form of authority. She introduced the concept of "power-with," which emphasizes working together and sharing influence rather than "power-over," which relies on coercion and domination. This co-active approach encourages employee participation and recognizes that collective effort is more effective than unilateral decision-making. By fostering mutual respect and cooperation, organizations can harness the creative potential of all members to achieve shared goals more effectively.

44. (B) Time and Motion Study
Time and motion study is a core technique of scientific management used to optimize industrial efficiency. It involves breaking down a task into its individual physical movements and measuring the time required for each. By analyzing these motions, managers can eliminate unnecessary actions and determine the most efficient way to perform a job. This systematic approach standardizes work processes and establishes clear performance expectations for employees. It reflects the focus on maximizing labor productivity through the detailed analysis of workflows.

45. (B) 1, 3, 4, and 5
Henri Fayol identified five core functions of management that provide a framework for administrative action in any organization. These include planning for the future, organizing resources and structure, and commanding subordinates to execute tasks. He also emphasized the necessity of coordinating different activities to ensure harmony and controlling performance to verify that everything occurs according to the established plans. Together, these elements form the foundation of effective industrial and general administration across various sectors. Staffing was added later by other management theorists.

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46. (D) Building team spirit and harmony within the organization.
Esprit de corps is one of Henri Fayol's fourteen principles of management, emphasizing the importance of unity and harmony within an organization. It suggests that managers should strive to build strong team spirit among employees and encourage mutual support. By fostering a sense of belonging and shared purpose, organizations can improve morale and collective performance. This principle recognizes that a cohesive workforce is more effective at achieving goals than a group of individuals working in isolation or competition.

47. (A) Generating alternatives.
Generating alternatives is a critical step in the decision-making process that occurs after the problem has been identified. It involves creative thinking and research to develop a wide range of potential solutions. By identifying multiple options, managers can avoid making hasty decisions and ensure a more thorough evaluation of the best path forward. This stage encourages innovation and allows for the consideration of different perspectives and strategies before selecting the most appropriate course of action for the organization.

48. (B) Directing
Directing is the management function that moves an organization from the planning stage to actual achievement. It involves guiding, motivating, and supervising employees to ensure they perform the tasks necessary to reach established goals. While planning sets the direction and organizing provides the structure, directing provides the leadership and influence required to actuate the workforce. This function focuses on interpersonal communication and human behavior, making it the essential link between formulated strategies and the realization of organizational objectives.

49. (B) Providing a system of communication, securing essential services, and formulating purpose and objectives
Chester Barnard identified three primary responsibilities for executives to ensure the success and survival of an organization. First, they must establish and maintain an effective system of communication to coordinate efforts. Second, they must secure the necessary services and contributions from employees by managing rewards and motivation. Finally, they must define the organization's purpose and objectives to provide a shared sense of direction. These functions highlight the executive's role in managing both the formal structure and the social cooperation required for organizational health.

50. (A) Hawthorne Effect
Workplace studies revealed that psychological factors significantly impact employee performance. The Hawthorne effect occurs when individuals modify their behavior and increase productivity because they are aware they are being observed by researchers or management. This phenomenon suggests that showing interest in employees and making them feel valued can lead to performance improvements regardless of changes made to the physical working conditions or financial incentives. It emphasizes the importance of the human element in management and the impact of supervisor attention on morale.

51. (C) Controlling
Controlling is the management function focused on ensuring that organizational activities align with established plans. This process involves setting performance standards, measuring actual results, and identifying any significant deviations that require corrective action. By monitoring progress and making necessary adjustments, managers can keep the organization on track toward its goals. Effective control systems provide the feedback necessary for continuous improvement and help prevent minor issues from becoming major organizational failures. It is essential for maintaining accountability and achieving desired results.

52. (D) The social and psychological aspects of human behaviour in organizations.
The behavioural approach represents a significant evolution in management thought by focusing on the psychological and social aspects of the workplace. It emphasizes that understanding individual motivation and group dynamics is essential for improving organizational performance. Unlike earlier mechanistic theories, this perspective recognizes that employees are complex social beings whose productivity is influenced by morale and interpersonal relationships. This approach integrates insights from psychology and sociology to create a more supportive and engaging environment for employees at all levels.

53. (C) Organising
Organizing involves the deliberate arrangement of resources and the creation of a structural framework to achieve organizational goals. Restructuring departments from a functional focus to a product-based focus is a primary activity of this function, as it changes how tasks are grouped and how authority is distributed. This process aims to improve operational efficiency and accountability by aligning the organization's structure with its strategic objectives. Proper organizing ensures that everyone knows their role and the reporting relationships necessary for effective collaboration.

54. (B) The law of the situation
The law of the situation suggests that authority should be based on the specific requirements of a task rather than the formal hierarchy of an organization. Mary Parker Follett argued that both managers and subordinates should take their cues from the facts and needs of the moment. This approach encourages a more collaborative environment where expertise and objective reality dictate actions. By focusing on the situation itself, organizations can move away from traditional power struggles and make more rational, effective decisions.

55. (A) P-3, Q-1, R-2, S-4
Management history is defined by several key contributors who introduced foundational concepts for organizational theory. Scientific management introduced functional foremanship to improve specialized supervision. The acceptance theory of authority established the concept of the zone of indifference regarding

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employee compliance. Mary Parker Follett advocated for constructive conflict, while Henri Fayol provided fourteen principles for administrative management. Together, these theories provide a comprehensive framework for understanding the development of modern management practices and the diverse focus areas of key thinkers.

56. (A) Recruitment
Recruitment is the initial phase of the staffing process focused on attracting a pool of qualified candidates for job openings. It involves identifying potential sources of talent and encouraging individuals to apply for positions within the organization. This activity is essential for ensuring that managers have a diverse and competent range of applicants to choose from during the selection stage. Effective recruitment strategies align with organizational goals and help build a talent pipeline that supports both current operations and future growth.

57. (D) Statement I is incorrect, but Statement II is correct.
Coordination is often described as the essence of management because it ensures that the efforts of various individuals and departments are unified and synchronized. It is not a separate function like planning or organizing, but rather an inherent quality that must be present in every managerial activity. By integrating group efforts, coordination ensures unity of action toward organizational objectives. It acts as the binding force that makes all other management functions effective and helps achieve harmony across the entire organization.

58. (A) The development of time and motion studies.
Mary Parker Follett made significant contributions to management thought by focusing on the human and social aspects of organizations. She is well-known for her ideas on "power-with," the "law of the situation," and the use of integration for resolving conflicts. Her work emphasized collaboration and shared authority rather than mechanistic control. While she was a contemporary of classical theorists, she did not develop time and motion studies; that specialized technique was pioneered by Frederick Taylor and Frank and Lillian Gilbreth.

59. (D) Actively interacts with its external environment.
The systems approach views organizations as open systems that must continuously interact with their external environment to remain effective. This interaction involves importing resources like raw materials and information, transforming them into outputs, and receiving feedback from the market. Unlike closed systems, which are isolated and prone to decay, open systems are dynamic and adaptable. This perspective emphasizes that managers must monitor external trends and adjust their internal processes to meet the changing demands of customers, competitors, and the broader society.

60. (A) Both A and R are true and R is the correct explanation of A.
Henri Fayol is widely recognized as a foundational figure in administrative management due to his focus on top-level organizational leadership. He developed a comprehensive set of functions and principles intended to guide managers in structuring and operating an entire enterprise effectively. His work emphasized that management is a distinct skill that can be taught and applied universally across different types of organizations, regardless of their specific size or industry. This broad perspective established the groundwork for modern organizational and administrative theory.

61. (C) Guiding, influencing, and motivating employees to perform essential tasks.
Directing is the management function focused on actuating employees and guiding their efforts toward achieving organizational goals. It involve interpersonal communication, leadership, and the use of motivational techniques to encourage high performance. While planning sets the direction and organizing provides the structure, directing provides the influence required to put plans into action. Managers must effectively lead and inspire their teams to ensure that tasks are performed correctly and that the organization's objectives are realized through collective effort.

62. (D) Management Science
The quantitative approach, frequently referred to as management science, utilizes mathematical modeling and statistical analysis to improve organizational decision-making. This method

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involves the application of rigorous scientific techniques to solve complex operational problems and optimize resource allocation. By focusing on data-driven solutions and using tools like computer simulations, managers can evaluate various alternatives more objectively. This approach is highly effective for addressing complicated logistics and production challenges where precision and optimization are critical for maintaining overall organizational performance and efficiency.

63. (A) Chester I. Barnard
The acceptance theory of authority, proposed by Chester Barnard, suggests that a manager's power depends on whether subordinates choose to follow orders. He argued that authority is not something that simply flows downward from the top; instead, it must be granted by the employees through their willingness to comply. For authority to be effective, an order must fall within a subordinate's "zone of indifference" and be consistent with organizational goals. This perspective emphasizes the importance of cooperation and mutual understanding.

64. (B) Contingency Approach
The contingency approach posits that there is no "one best way" to manage and that the most effective leadership style depends on the specific situation. By adjusting their approach based on employee experience and personality, the manager is recognizing that different contexts require different strategies. This flexible perspective emphasizes the importance of analyzing situational variables before taking action. It encourages managers to be adaptable and responsive to the unique needs of their team and the environmental conditions they are currently facing.

65. (B) 2 and 3 only
Elton Mayo's work, particularly through the Hawthorne studies, highlighted the critical role of social and psychological factors in the workplace. He discovered that productivity is significantly influenced by informal group norms and the sense of belonging among employees. While classical theorists focused on financial incentives and task specialization, Mayo emphasized that worker morale and supportive social relationships are essential for high performance. His findings transformed management by demonstrating that organizations are social systems where human needs must be recognized and addressed.

66. (A) All units of an organization should be moving towards the same objectives.
The principle of unity of direction suggests that all activities within an organization that share the same objective should be guided by a single plan and one manager. This ensures that the efforts of various departments and individuals are synchronized and moving toward common goals. By providing a unified focus, organizations can avoid duplication of effort and internal conflicts, leading to greater efficiency. It is a critical principle for maintaining alignment and ensuring the entire organization stays on course.

67. (C) Performance Appraisal
Staffing is an ongoing management function that involves recruitment, selection, and training to ensure the organization has a competent workforce. The final stage of this process is performance appraisal, where an employee's work is evaluated against established standards and objectives. This step provides valuable feedback for both the individual and the organization, informing decisions about rewards, promotions, and further training needs. It ensures that employees are effectively contributing to organizational goals and identifies areas where professional development may be required.

68. (D) Organising
Organizing involves the deliberate arrangement of resources and the creation of a structural framework to achieve organizational goals. This function includes identifying necessary activities, grouping them into manageable units, and delegating authority to ensure tasks are completed. By establishing clear relationships and responsibilities, managers enable people to work together effectively. Proper organizing provides the order and stability required for complex organizations to function smoothly, ensuring that every member understands their role and how it contributes to the overall success of the company.

69. (C) It cannot fully account for the human element and non-quantifiable factors.

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While the quantitative approach provides powerful tools for data-driven decision-making, its primary limitation is the focus on measurable variables. Management involves complex human emotions, social dynamics, and qualitative factors that cannot always be easily converted into mathematical models. Relying solely on statistics and algorithms may lead managers to overlook critical behavioral aspects that influence organizational effectiveness. Therefore, while quantitative techniques are invaluable for optimization, they must be balanced with an understanding of the human element to be truly successful.

70. (B) 2, 3, and 5
The behavioural approach to management focuses on understanding human actions and social systems within the workplace. Key topics include individual motivation, leadership styles, and the dynamics of informal group structures. Unlike classical theories that emphasized task efficiency and formal hierarchy, this perspective recognizes that social norms and employee morale are critical to organizational success. By studying how people interact and what drives their performance, managers can create a more supportive environment that fosters both individual growth and high levels of collective productivity.

71. (D) Its role in preparing for and managing future uncertainty.
Planning serves as a primary tool for managers to navigate the complexities of the future. By establishing objectives and determining courses of action in advance, organizations can better prepare for potential risks and unexpected changes. This process involves laying a foundation to capture opportunities and manage uncertainty effectively. It provides a structured approach to decision-making that aligns current actions with long-term goals. While it cannot eliminate uncertainty entirely, effective planning helps organizations anticipate challenges and respond more strategically to shifting environmental conditions.

72. (C) Statement I is correct, but Statement II is incorrect.
Systems theory distinguishes between closed systems, which are isolated from their environment, and open systems, which interact with external factors. While a closed system does not exchange energy or information with its surroundings, modern management theory recognizes that organizations must be open systems to survive. Companies must constantly adapt to changes in technology, customer demands, and competition. Therefore, the view that organizations are closed systems is outdated, as ongoing interaction with the external environment is essential for long-term health and relevance.

73. (C) The interests of the organization as a whole should take precedence over individual interests.
The principle of subordination of individual interest suggests that the goals and welfare of the entire organization must be prioritized over the personal interests of any single employee or group. Henri Fayol argued that for an organization to be successful, members must align their efforts toward the common purpose. This ensures that the collective mission is not compromised by personal agendas or internal competition. Effective leadership involves balancing these interests while maintaining a primary focus on the long-term success of the whole enterprise.

74. (A) informal social systems
One of the most significant findings of the Hawthorne studies was the recognition that organizations are social systems with complex internal relationships. Researchers discovered that informal social groups naturally form among employees and that these groups have their own norms and standards of behavior. These informal systems significantly influence worker productivity and morale, often exerting more influence than formal management controls. This insight led to the human relations movement, emphasizing the importance of understanding and managing the social dynamics within the workplace.

75. (A) 2, 3, 4, 1
The controlling process follows a logical sequence to ensure organizational activities remain on track. It begins with establishing standards that serve as benchmarks for performance. Next, actual results are measured using consistent methods. These measurements are then compared against the established standards to identify any significant

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deviations. Finally, managers take corrective action to bring performance back in line with objectives if necessary. This cycle of monitoring and adjustment is essential for maintaining accountability and achieving the goals set during the planning phase.

76. (B) Chester I. Barnard
Chester Barnard is credited with developing the acceptance theory of authority, which emphasizes that leadership power depends on the consent of subordinates. He argued that authority does not simply flow downward from the top of the hierarchy; instead, it is granted by employees who choose to follow orders. For authority to be effective, an order must be understood, consistent with organizational goals, and within the subordinate's "zone of indifference." This perspective highlights the importance of communication and cooperation in effective organizational management.

77. (C) A sales report showing that a product is not meeting customer expectations.
Feedback is a critical component of the systems approach, providing information about the results of organizational activities. A sales report that indicates a product is failing to meet expectations serves as a signal that adjustments are needed in the transformation process or the initial inputs. This mechanism allows the organization to self-regulate and adapt to the external environment. By analyzing feedback, managers can identify problems and implement corrective actions to ensure that the organization's outputs remain relevant and meet desired objectives.

78. (D) Controlling
Controlling is the management function focused on ensuring that organizational activities align with established plans. This process involves setting performance standards, measuring actual results, and identifying any significant deviations that require corrective action. By monitoring progress and making necessary adjustments, managers can keep the organization on track toward its goals. Effective control systems provide the feedback necessary for continuous improvement and help prevent minor issues from becoming major organizational failures. It is essential for maintaining accountability and ensuring the successful realization of plans.

79. (A) Mayo's Hawthorne Studies
The Bank Wiring Observation Room experiment was a key part of the larger Hawthorne studies conducted by Elton Mayo and his team. This specific research focused on how informal social groups influence worker behavior and output. Researchers found that workers developed their own norms regarding what constituted a fair day's work and would restrict production to stay within those limits. This experiment highlighted the power of informal organization and social pressure, demonstrating that workplaces are social systems as much as economic ones.

80. (A) P-3, Q-2, R-1, S-4
Management history is defined by several key contributors who introduced foundational concepts for organizational theory. Henri Fayol was a French mining engineer who developed early administrative theories. Frederick Taylor, an American, pioneered scientific management in the United States. Elton Mayo, originally from Australia, conducted his landmark research at the Hawthorne Works in the USA. Mary Parker Follett was an American social worker and philosopher who introduced progressive ideas on leadership. Together, these thinkers represent the international development of management thought during the early twentieth century.

81. (B) Training and development
Staffing is the management function concerned with maintaining a competent and effective workforce. A key component of this process is training and development, which involves enhancing the skills and knowledge of employees to meet current and future organizational needs. By investing in their people, managers can improve individual performance and ensure the organization remains competitive. This ongoing activity follows recruitment and selection, focusing on long-term growth and ensuring that employees are prepared to handle evolving responsibilities within the organization's structure.

82. (A) The chain of command from the highest authority to the lowest level.
The scalar chain represents the formal line of authority and communication that extends from the top to the bottom of an organization. This hierarchical structure ensures that every

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employee knows who their supervisor is and that information flows through established channels. Henri Fayol emphasized that maintaining this chain is essential for order and discipline. While he proposed the "gang plank" for urgent communication across departments, the scalar chain remains the primary framework for establishing clear reporting relationships and maintaining accountability.

83. (C) Integration, where a new solution is found that satisfies all.
Mary Parker Follett proposed that integration is the most effective method for resolving organizational conflicts. Unlike domination or compromise, integration involves finding a solution that fulfills the underlying needs of all parties without requiring anyone to sacrifice their core interests. This approach fosters collaboration and often results in creative outcomes that benefit the entire organization. It requires open communication and a focus on shared objectives instead of personal victories. By using conflict constructively, managers can drive innovation and strengthen organizational relationships.

84. (D) Contingency Approach
The contingency approach posits that there is no "one best way" to manage and that the most effective leadership style depends on the specific situation. By adjusting their approach based on employee experience and motivation, the manager is recognizing that different contexts require different strategies. This flexible perspective emphasizes the importance of analyzing situational variables before taking action. It encourages managers to be adaptable and responsive to the unique needs of their team and the environmental conditions they are currently facing to achieve success.

85. (A) Both A and R are true and R is the correct explanation of A.
Coordination is widely considered the essence of management because it integrates the various activities of an organization into a unified effort. It acts as a binding force that links planning, organizing, staffing, and directing together, ensuring that everyone moves toward shared goals. Without effective coordination, departments may work at cross-purposes, leading to conflict and inefficiency. This deliberate managerial action is necessary to achieve harmony and maximize the collective impact of all organizational efforts, making it essential for overall success.

86. (B) The choice of a course of action from among alternatives.
Decision-making is a core managerial activity that involves selecting the most appropriate path forward from a variety of potential options. This process requires identifying the problem, gathering information, and evaluating the consequences of each alternative. By making informed choices, managers provide the direction necessary for the organization to function effectively. Decision-making is integrated into every management function, particularly planning, as it defines the objectives and strategies that will guide the future actions and resource allocation of the entire enterprise.

87. (D) Motivating
Henri Fayol identified five core functions of management that provide a framework for administrative action: planning, organizing, commanding, coordinating, and controlling. While motivation is a critical aspect of modern management and is often considered a part of the "directing" or "leading" function, Fayol did not list it as one of his original five primary categories. His framework focused more on the structural and administrative processes required to manage complex organizations. Motivation was emphasized more heavily by later thinkers in the human relations school.

88. (A) The individual and their behaviour in group settings.
The behavioural science approach focuses on understanding human actions and social systems within the workplace. It emphasizes the study of individual motivation, leadership styles, and the dynamics of informal group structures. By utilizing insights from psychology and sociology, this approach recognizes that employee performance is significantly influenced by social norms and psychological needs. Managers who adopt this perspective strive to create a more supportive environment that fosters engagement and collaboration, recognizing that the organization's success depends on the collective behavior of its members.

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89. (C) Functional Foremanship
Functional foremanship is a specialized management technique introduced by Frederick Taylor to improve supervision on the factory floor. Instead of having a single supervisor, this system divides oversight among eight different specialists, each responsible for a specific aspect of the job, such as speed, repairs, or quality. This approach ensures that workers receive expert guidance in various technical areas. It reflects Taylor's commitment to specialization and the scientific analysis of work, though it intentionally violates the traditional principle of unity of command.

90. (A) 1, 2, and 3 only
Chester Barnard made significant contributions to management by highlighting the importance of cooperation and the role of the executive. He introduced the concepts of the informal organization and the "zone of indifference," which explains how authority is accepted by subordinates. His acceptance theory of authority proposed that power flows upward from employees who choose to follow orders. While he provided a sophisticated framework for organizational leadership, the "fourteen principles of management" were developed by Henri Fayol, not Barnard.

91. (D) Coordinating
Coordination is the management function concerned with achieving a harmonious and unified effort across all activities of an organization. It ensures that the timing, quality, and direction of work in different departments are synchronized toward common objectives. By integrating group efforts, coordination prevents units from working at cross-purposes and minimizes internal conflict. It acts as the binding force that makes the entire organizational system function effectively and efficiently, ensuring that individual contributions lead to the successful achievement of shared goals.

92. (B) Both Statement I and Statement II are incorrect.
Management theory has evolved beyond simple models of organizational behavior. The systems approach actually views organizations as open systems that must interact with their external environment to survive. Similarly, the contingency approach rejects the idea of a "one best way" to manage, emphasizing instead that the most effective methods depend on the specific situation. Modern managers must be adaptable and recognize both the interdependencies within their organization and the situational variables that influence the success of their decisions and leadership styles.

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93. (C) Identifying and defining the problem
The decision-making process begins with the critical step of identifying and defining the problem that needs to be solved. This involves recognizing a gap between the current state of affairs and the desired objectives. Clear problem definition ensures that subsequent steps, such as gathering information and generating alternatives, are focused on the correct issues. Without a precise understanding of the problem, managers risk wasting resources on ineffective solutions. This foundational stage sets the direction for the entire analytical process.

94. (D) F.W. Taylor
Frederick Taylor is widely known as the father of scientific management due to his pioneering work in improving industrial efficiency. He introduced a systematic approach to analyzing workflows, advocating for the replacement of rule-of-thumb methods with scientifically determined processes. His research focused on task optimization, time and motion studies, and the standardization of work to maximize labor productivity. Taylor's principles transformed manufacturing during the early twentieth century and established the groundwork for modern industrial engineering and operations management practices used globally today.

95. (C) 1, 3, and 4
Systems theory identifies organizations as transformation processes that import resources and convert them into valuable products or services. Inputs are the essential resources required for this process, including human personnel, raw materials, and financial capital. While finished goods and services are the outputs of the system, and employee satisfaction is a secondary result or feedback indicator, the fundamental building blocks brought from the external environment are categorized as inputs. Effective management involves coordinating

these resources to ensure the transformation process remains productive and sustainable.

96. (B) Job Analysis
Job analysis is a systematic process used to gather and evaluate information about the duties, responsibilities, and necessary qualifications for a specific role within an organization. This analysis provides the foundation for creating job descriptions and specifications, which are essential for effective recruitment and selection. By understanding the detailed requirements of each position, managers can ensure they find candidates with the right skills and experience. Job analysis also supports other human resource activities, such as training, performance appraisal, and compensation planning.

97. (B) Barnard's Acceptance Theory
The acceptance theory of authority, proposed by Chester Barnard, suggests that while formal orders may originate from management, their effectiveness is determined by the willingness of subordinates to follow them. This perspective emphasizes that authority is granted from the bottom up. For a communication to be accepted as authoritative, the subordinate must understand it, believe it is consistent with organizational goals, and be able to comply. This theory highlights the importance of cooperation and mutual understanding in the exercise of organizational power.

98. (A) Elton Mayo
Elton Mayo led the landmark Hawthorne studies, which included a series of diverse experiments such as the illumination tests and the bank wiring observation room. These studies were instrumental in shifting the focus of management from physical working conditions to the psychological and social factors that influence employee productivity. Mayo's research highlighted the importance of informal group norms, morale, and supervisor attention. These findings established the human relations movement and transformed the understanding of organizations as complex social systems rather than mere mechanistic structures.

99. (C) Planning
Planning is widely regarded as the foundational function of management because it establishes the objectives and direction for all subsequent activities. Before an organization can effectively arrange resources, hire personnel, or monitor performance, it must first determine what it intends to achieve. All other managerial functions are dependent on the goals and strategies formulated during the planning stage, making it the starting point of the management process. By providing a clear roadmap, planning ensures that organizational efforts are purposeful and aligned toward shared success.

100. (D) Transformation process
The systems approach views an organization as a series of integrated stages where resources are converted into final results. The transformation process is the central component where inputs, such as raw materials, labor, and information, are manipulated or processed to create outputs, like finished goods and services. This part of the system is where the actual work of the organization occurs. Effective management focuses on optimizing this process to ensure that the conversion of resources is efficient and that the resulting outputs meet established organizational goals.

101. (C) Communication
Directing is the management function focused on actuating and guiding employees toward organizational goals. A key element of this process is communication, which involves the exchange of information and instructions between managers and their teams. Effective communication ensures that everyone understands their tasks, the organization's objectives, and any changes in strategy. It also provides a way for managers to offer feedback and for employees to share their concerns. Without clear communication, other directing activities like leadership and motivation cannot be effectively implemented within the workplace.

102. (B) Can be a positive force if managed properly to find an integrative solution.
Mary Parker Follett introduced a progressive view of organizational conflict, suggesting that disagreements can be productive rather than destructive. She advocated for finding integrative solutions where the underlying needs of all parties are met without anyone having to compromise their position. This constructive approach

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encourages innovation and deeper collaboration by using conflict as a tool for improvement. It requires managers to look beyond surface-level arguments and address the root causes, fostering a more creative and harmonious organizational culture through shared problem-solving and mutual respect.

103. (D) Functional Foremanship
Henri Fayol established fourteen fundamental principles of management, including discipline, equity, and initiative, to guide the administrative processes of an organization. These principles are designed to improve order and organizational effectiveness. However, functional foremanship is a specialized technique developed by Frederick Taylor as part of scientific management. It involves dividing supervision among multiple specialist bosses, which actually contradicts Fayol's principle of unity of command. Understanding these differences is essential for distinguishing between the classical administrative theory and the scientific management approach to leadership.

104. (A) Scientific Management
Scientific management, pioneered by Frederick Taylor, emphasizes task specialization, standardization, and the scientific analysis of workflows to maximize efficiency. In this fast-food scenario, the highly standardized processes and repetitive tasks assigned to individual employees reflect these core principles. By breaking down complex jobs into simple, routine actions, the organization can achieve high levels of output and consistency. This approach focuses on optimizing physical performance and ensuring that every element of the work is performed in the most efficient manner discovered through detailed task analysis.

105. (A) P-3, Q-4, R-1, S-2
Management consists of several primary functions, each with a specific purpose in the administrative process. Planning involves deciding objectives and actions in advance. Organizing focuses on creating a structural framework of roles and responsibilities. Directing is concerned with guiding and motivating employees toward goals, while controlling involves monitoring performance and taking corrective action when results deviate from plans. Together, these functions provide a comprehensive system for managing organizational activities and ensuring that collective efforts lead to the successful achievement of shared strategic objectives.

106. (A) Entropy
Systems theory identifies entropy as the natural tendency of closed systems to experience decline and disorder over time. Without continuous interaction with the external environment to obtain new resources and energy, an organization will eventually lose its internal structure and effectiveness. Open systems combat this process by actively importing energy and information, allowing them to maintain stability and adapt to changes. This perspective highlights the importance of environmental interaction and the constant need for management to innovate and renew organizational resources to ensure survival.

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107. (D) Statement I is incorrect, but Statement II is correct.
Staffing is a comprehensive and ongoing management function that extends far beyond the initial recruitment of new employees. It encompasses the entire lifecycle of personnel within the organization, including their selection, placement, training, and professional development. Additionally, the staffing function involves evaluating performance, managing promotions, and planning for future leadership needs. By focusing on both hiring and the continuous growth of employees, managers can ensure the organization maintains a high level of talent and that individuals are prepared for evolving roles.

108. (A) Management practices and situational variables.
The contingency approach posits that management effectiveness is not the result of following universal principles but rather depends on the specific situation at hand. It suggests that different environmental conditions and organizational characteristics require different leadership styles and structures. Managers must be skilled at analyzing their unique context to determine which techniques will be most successful. This perspective emphasizes flexibility and the need to adapt management practices to fit the ever-changing demands of the

internal and external environment to ensure the best possible organizational outcomes.

109. (C) Pay should be fair and should satisfy both the employee and the employer.
Henri Fayol's principle of remuneration states that compensation for employees should be fair and provide maximum satisfaction to both the worker and the organization. He argued that pay levels should consider factors such as the cost of living, the person's skills, and the general economic health of the firm. By establishing a fair wage system, managers can improve morale and reduce turnover. This principle emphasizes that while financial rewards are important, they must be balanced to ensure long-term harmony and mutual benefit for all parties.

110. (A) Both A and R are true and R is the correct explanation of A.
Frederick Taylor focused his research on improving industrial efficiency at the most basic levels of production, often referred to as the shop floor. By using scientific methods to analyze individual tasks, he sought to eliminate wasteful movements and establish standard procedures for every worker. His approach combined detailed time and motion studies with financial incentives like the differential piece-rate system to motivate employees toward higher output. This focus on operational efficiency revolutionized manufacturing and established the basis for modern industrial and management engineering.

111. (D) Organising
Organizing is the management function focused on building a structural framework that defines the roles and responsibilities of all organizational members. It involves identifying necessary tasks, grouping them into logical departments, and establishing clear lines of authority and reporting. By creating this structure, managers provide the stability and order required for individuals to work together effectively. Proper organizing ensures that authority is delegated correctly and that every employee understands their position within the hierarchy, which is essential for coordination and the successful achievement of goals.

112. (B) Human Relations Movement
The Hawthorne studies led by Elton Mayo are widely recognized as the foundation of the human relations movement in management. These experiments shifted the focus from mechanistic views of work to the psychological and social factors that influence employee productivity. The research highlighted that individual morale, group norms, and supportive leadership are critical for organizational success. These findings challenged earlier classical theories and transformed how managers view their employees, recognizing them as complex social beings rather than mere extensions of the machines they operate.

113. (D) Unity of Direction
The principle of unity of direction suggests that all activities within an organization that share the same objective should be guided by a single plan and one manager. This ensures that the efforts of various departments and individuals are synchronized and moving toward common goals. By providing a unified focus, organizations can avoid duplication of effort and internal conflicts, leading to greater efficiency. It is a critical principle for maintaining alignment and ensuring the entire organization stays on course toward its strategic mission through coordinated action.

114. (D) Intuitive decision-making
Intuitive decision-making occurs when managers make choices based on their experience, feelings, and accumulated judgment rather than through a formal, analytical process. While this approach may seem less rigorous than rational models, it often allows for rapid responses in familiar situations where the leader has deep expertise. Intuition can be particularly valuable when time is limited or when information is incomplete. This type of decision-making reflects the human ability to recognize patterns and make sound judgments based on internalized knowledge and personal insight.

115. (D) 1, 2, and 3 only
The planning process involves a series of logical steps to determine the future direction of an organization. It begins with setting objectives and developing premises about the future environment. Next, managers identify various alternative courses of action to achieve their

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goals. This forward-looking sequence provides the necessary blueprint for organizational activities. While measuring actual performance is a critical task, it is the primary step in the controlling process rather than the initial planning phase, which focuses on preparation and strategy formulation for future success.

116. (B) Mary Parker Follett
Mary Parker Follett is often regarded as a social philosopher who bridged the gap between classical management theories and modern behavioral approaches. Her work introduced sophisticated ideas on employee participation, teamwork, and the "law of the situation," which emphasized authority based on expertise rather than position. She argued that organizations are social communities and that management should focus on fostering collaboration and shared power. Her insights were far ahead of her time and laid the foundation for modern organizational behavior and human relations theories.

117. (B) Selection
Selection is the critical phase of the staffing process where managers evaluate a pool of applicants and choose the most suitable candidate for a specific job. This process involves a series of steps, such as interviews, testing, and background checks, to assess the skills, experience, and character of each individual. By identifying the best match between a candidate's abilities and the job requirements, managers can improve individual performance and organizational efficiency. Selection follows recruitment and is essential for building a high-quality, effective workforce.

118. (D) Departmentation
Management utilizes various techniques to ensure that organizational performance aligns with established goals. Budgetary control and break-even analysis are common financial tools used for monitoring results, while Management by Objectives (MBO) focuses on aligning individual performance with strategic targets. However, departmentation is an activity associated with the organizing function, as it involves grouping related tasks into manageable units to create an organizational structure. While a well-defined structure supports control, the actual process of dividing work is distinct from the function of measuring and correcting results.

119. (B) Taylor focused on the shop floor, while Fayol focused on general management functions.
Frederick Taylor and Henri Fayol were both classical management theorists, but they approached organizational problems from different perspectives. Taylor's scientific management focused on improving industrial efficiency at the operational or shop-floor level through task analysis and standardization. In contrast, Fayol's administrative theory emphasized the general functions and principles of management applicable to the entire organization, particularly from the top management level. Together, their work provided a comprehensive foundation for both specialized technical oversight and broad organizational leadership and administration.

120. (B) 1, 2, 4, 5
Directing is the management function focused on actuating employees and guiding their efforts toward achieving organizational goals. Key elements include leadership to provide direction, motivation to encourage high performance, and communication to share essential information. Supervision is also a critical part of this process, ensuring that tasks are performed correctly on a daily basis. While delegation of authority is a vital managerial skill, it is generally considered a part of the organizing function, as it relates to the distribution of power and responsibility.

121. (A) The system is greater than the sum of its parts.
Synergy is a fundamental concept in systems theory describing how the interaction of components creates a result greater than the sum of individual efforts. In an organizational context, this means that departments working together harmoniously produce more value than they could independently. This phenomenon justifies the existence of integrated organizations and highlights why coordination between various units is essential for maximizing overall output and efficiency. Effective management seeks to create and maintain this synergy through synchronized action and a shared focus on organizational objectives.

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122. (A) Both Statement I and Statement II are correct.
Planning and controlling are interdependent management functions that form a continuous cycle of organizational activity. Planning establishes the goals and performance standards that serve as benchmarks for evaluating progress. Without these standards, the controlling process has no basis for measuring actual results or identifying deviations. Conversely, control provides the feedback necessary to verify the effectiveness of plans and provides data for future planning. This relationship ensures that organizational efforts remain purposeful and that managers have the information needed to maintain alignment with strategic objectives.

123. (C) Directing
Directing is the management function concerned with actuating and guiding the human resources of an organization toward the achievement of goals. It involves the ongoing processes of instructing, supervising, and motivating employees to ensure that essential tasks are performed correctly and efficiently. While other functions provide structure and resources, directing provides the active leadership and influence required to put plans into motion. Effective directing relies on strong communication and interpersonal skills to build a motivated workforce that is aligned with the organization's strategic purpose.

124. (C) Quantitative Approach
The quantitative approach utilizes advanced mathematical and statistical techniques to improve organizational decision-making and operational efficiency. Tools such as linear programming, queuing theory, and computer simulations allow managers to model complex problems and determine the most effective allocation of resources. By relying on data-driven analysis rather than intuition, this approach provides a rigorous framework for evaluating various alternatives. It is particularly useful in logistics, production scheduling, and inventory management, where precision and optimization are essential for maintaining a competitive advantage in a complex business environment.

125. (B) 3, 1, 4, 2
The staffing process follows a logical sequence to ensure an organization maintains a competent and effective workforce. It begins with manpower planning to identify current and future personnel needs. Next, recruitment is used to attract a pool of qualified candidates, followed by the selection process to choose the most suitable individual for the role. Finally, performance appraisal is conducted to evaluate work results and provide feedback. This cycle ensures that human resources are managed strategically to support both organizational goals and individual career development.

126. (B) Chester I. Barnard
Chester Barnard made significant contributions to management by highlighting the coexistence of formal and informal organizations. He recognized that alongside the official hierarchy, employees naturally form social groups with their own norms and patterns of communication. He argued that these informal structures are essential for organizational health, as they satisfy personal needs and facilitate social cooperation. By understanding both systems, managers can better coordinate efforts and secure the necessary contributions from employees. This perspective emphasizes that organizations are complex social systems rather than simple bureaucratic structures.

127. (B) A satisfied worker is a productive worker.
The human relations movement emerged from research indicating that social and psychological factors significantly influence workplace productivity. A core premise of this school of thought is that employees are more productive when they feel satisfied and valued by the organization. This perspective emphasizes that management should focus on creating a positive work environment and meeting the personal needs of workers. By fostering high morale and supportive social relationships, organizations can achieve better results. This shift in thinking recognized employees as social beings rather than mere economic resources.

128. (B) To provide a shortcut for communication between employees at the same level in different departments.
The scalar chain represents the formal line of authority and communication from the top to the bottom of an organization. Henri Fayol proposed the "gang plank" as a necessary exception to this principle to allow for faster communication

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between employees at the same level in different departments. This shortcut prevents delays in urgent situations by bypassing the lengthy traditional hierarchy. While the scalar chain maintains order, the gang plank ensures the flexibility needed for efficient organizational operation. It allows for direct collaboration while still keeping superiors informed of the actions.

129. (D) Controlling
Controlling is the management function focused on ensuring that organizational activities align with established plans. A key step in this process is comparing actual results against the performance standards set during the planning phase. This comparison allows managers to identify any significant deviations or gaps that require corrective action. By monitoring progress in this way, organizations can remain on track toward their goals and make necessary adjustments to their strategies. Effective control systems provide the feedback required for accountability and continuous improvement across all organizational levels.

130. (B) P-3, Q-4, R-2, S-1
Management theory is composed of various approaches, each with its own focus on organizational effectiveness. Scientific management emphasizes task efficiency at the operational level, while administrative theory establishes universal principles for managing the entire organization. The human relations movement focuses on social factors and worker morale. Finally, the contingency approach recognizes that the best way to manage depends on the specific situation. Understanding these different perspectives allows managers to select the most appropriate tools and leadership styles for the diverse challenges they face in modern business environments.

131. (C) The subordinate agrees with the communication personally.
The acceptance theory of authority suggests that an order is only effective if the subordinate chooses to follow it. Chester Barnard identified several conditions necessary for this acceptance, including the subordinate's understanding of the order and its consistency with organizational goals. Additionally, the employee must be physically and mentally capable of complying. However, it is not necessary for the subordinate to personally agree with or like the order for them to accept it as authoritative. Legitimate authority relies on professional compliance within the zone of indifference rather than personal approval.

132. (C) Statement I is correct, but Statement II is incorrect.
The behavioural approach emerged as a response to the overly mechanistic and impersonal view of classical management theories. It shifted the focus to the psychological and social aspects of work, highlighting the importance of motivation and group dynamics. However, this approach does not completely ignore organizational structure; instead, it seeks to understand how individuals and groups function within that structure. It recognizes that social interactions are as important as formal roles. By integrating these perspectives, managers can create a more balanced and effective organizational environment for all members.

133. (C) Both Material Order and Social Order.
Henri Fayol's principle of order emphasizes that a well-managed organization must maintain both material and social stability. Material order suggests that there should be a designated place for every physical resource and that everything should be in its place to maximize efficiency. Social order refers to the proper arrangement of people, ensuring that every individual is placed in a role that fits their skills and qualifications. By achieving this comprehensive sense of order, organizations can reduce waste, minimize confusion, and create a more productive and harmonious working environment.

134. (C) Directing
Directing is the management function concerned with actuating and guiding the human resources of an organization toward the achievement of objectives. It involves the ongoing processes of leading, supervising, and motivating employees to ensure that essential tasks are performed correctly and efficiently. While other functions provide the structure and the plan, directing provides the active influence required to put strategies into motion. Effective directing relies on strong communication and interpersonal skills to build a motivated workforce that is fully

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aligned with the organization's strategic purpose and goals.

135. (A) Both A and R are true and R is the correct explanation of A.
The systems approach encourages managers to view an organization as an integrated whole rather than a collection of isolated departments. This perspective highlights the importance of synergy, where the combined efforts of various units produce a total output that exceeds the sum of their individual contributions. By understanding the interdependencies between different parts of the organization, leaders can coordinate activities more effectively to achieve common goals. This holistic view ensures that decisions made in one area consider the potential impact on the entire system and its external environment.

136. (C) Planning
Planning is the foundational management function that involves setting objectives and determining the best course of action to achieve them. It provides a blueprint for an organization's future activities and resource allocation. By establishing goals in advance, managers can provide direction and reduce the risks associated with uncertainty. This forward-looking process also creates the standards against which actual performance is measured. Effective planning ensures that organizational efforts are purposeful and that all departments are working toward a common vision for success in a competitive business environment.

137. (B) Unity of command
Scientific management, pioneered by Frederick Taylor, utilizes techniques such as time and motion studies and scientific selection to improve industrial efficiency. It also features a differential piece-rate system to motivate workers through financial incentives. However, Taylor's system of functional foremanship intentionally involves multiple supervisors for each worker, which contradicts the traditional principle of unity of command. While scientific management focused on technical specialization and task optimization, the requirement that a subordinate should report to only one direct boss was a principle established by administrative theorists like Fayol.

138. (A) The Hawthorne studies
The human relations school of management thought emerged directly from the findings of the Hawthorne studies led by Elton Mayo. These experiments challenged classical theories by demonstrating that social and psychological factors are critical drivers of employee productivity. The research highlighted the importance of group norms, morale, and supportive leadership in the workplace. This shift in thinking recognized that organizations are social systems where worker satisfaction is essential for high performance. These insights transformed management practices by emphasizing the human element over purely mechanistic or economic concerns.

139. (C) Staffing
Staffing is the management function focused on maintaining a competent and effective workforce through a systematic process of human resource management. It involves identifying personnel needs and then recruiting, selecting, and training individuals to fill specific organizational roles. Beyond initial hiring, staffing also includes ongoing activities like placement and professional development to ensure that employees are prepared for evolving responsibilities. By placing the right people in the right jobs, managers can maximize individual performance and overall efficiency, providing the necessary talent for the organization to achieve its strategic goals.

140. (B) 2 and 3 only
Herzberg's two-factor theory distinguishes between motivators that drive satisfaction and hygiene factors that prevent dissatisfaction. Hygiene factors are related to the work environment and include elements like company policy, salary, and working conditions. While these factors do not necessarily motivate employees to higher performance, their absence can lead to significant unhappiness. In contrast, factors like achievement and recognition are internal motivators that encourage engagement and personal growth. Understanding this distinction helps managers create a balanced workplace that both satisfies and inspires employees to contribute their best efforts.

141. (B) Evaluating the results of the decision

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The final step in the decision-making process is evaluating the outcomes of the chosen course of action. This stage involves monitoring the implementation and determining if the decision effectively solved the initial problem or achieved the desired goals. By reviewing the results, managers can learn from successes and failures, providing valuable information for future decision-making. This feedback loop ensures accountability and allows for adjustments if the current strategy is not producing the expected performance. It is essential for continuous improvement and effective organizational management.

142. (B) Mary Parker Follett
Mary Parker Follett introduced the concept of the "law of the situation," suggesting that authority should stem from the requirements of a task rather than a formal position. She argued that both managers and subordinates should take their cues from the facts and needs of the moment. This approach encourages a more collaborative environment where expertise and objective reality dictate actions. By focusing on the situation itself, organizations can move away from traditional power struggles and make more rational, effective decisions that are respected by everyone involved.

143. (C) It interacts with and adapts to its environment.
The systems approach views organizations as open systems that must continuously interact with their external environment to remain effective and survive. This interaction involves importing resources like raw materials, financial capital, and information, transforming them into outputs, and receiving feedback from the market. Unlike closed systems, which are isolated and prone to decay, open systems are dynamic and adaptable. This perspective emphasizes that managers must monitor external trends and adjust their internal processes to meet the changing demands of customers, competitors, and the broader society.

144. (B) Organising
Organizing is the management function focused on creating a structural framework that defines the roles and responsibilities of all organizational members. It involves identifying necessary tasks, grouping them into logical departments, and establishing clear authority-responsibility relationships. By creating this structure, managers provide the stability and order required for individuals to work together effectively. Proper organizing ensures that authority is delegated correctly and that every employee understands their position within the hierarchy, which is essential for coordination and the successful achievement of organizational objectives across all levels.

145. (A) 1, 2, and 4
The quantitative approach utilizes advanced mathematical and statistical techniques to improve organizational decision-making and operational efficiency. Key characteristics include the development of mathematical models, a focus on solving complex operational problems, and the application of computer simulations. By relying on data-driven analysis rather than intuition, this approach provides a rigorous framework for evaluating various alternatives. While highly effective for optimization in logistics and production, it does not typically emphasize group dynamics or morale, which are the primary focus of the behavioral approaches to management.

146. (C) Chester I. Barnard
Chester Barnard is a highly influential management theorist known for his significant work regarding the responsibilities of leadership in formal organizations. His research focused on the role of communication, the importance of maintaining an equilibrium between individual contributions and organizational rewards, and the necessity of employee cooperation. He provided a sophisticated analysis of how executives must navigate both the formal and informal aspects of an organization to ensure its long-term survival and effectiveness. His insights on authority and social systems remain fundamental to modern management theory.

147. (C) controlling
Controlling is the management function focused on ensuring that organizational performance aligns with established objectives. In this scenario, comparing monthly sales figures against a predetermined target is a classic example of this process. This comparison allows managers to measure actual results and identify

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any significant gaps or deviations from the plan. By monitoring progress in this way, organizations can remain on track and take necessary corrective actions. Effective control systems provide the feedback required for accountability and continuous improvement throughout all levels of management.

148. (B) Improving efficiency at the operational or shop-floor level.
Frederick Taylor's scientific management focused primarily on improving industrial efficiency at the most basic levels of production, often referred to as the shop floor. By using scientific methods to analyze individual tasks, he sought to eliminate wasteful movements and establish standard procedures for every worker. His research prioritized task optimization and the standardization of work to maximize labor productivity and overall manufacturing output. This bottom-up approach revolutionized production processes and established the foundation for modern industrial engineering and operations management practices used in factories.

149. (B) Organising
Organizing is the management function concerned with bringing together physical, financial, and human resources and creating a structural framework to achieve organizational goals. It involves identifying essential tasks, grouping them into logical units, and establishing clear authority-responsibility relationships among employees. By developing these productive relationships, managers provide the stability and order required for collective effort to be effective. Proper organizing ensures that resources are allocated efficiently and that every member of the organization understands their role and how it contributes to the shared success.

150. (C) Behavioural Approach
The behavioural approach to management represents a significant shift by focusing on the psychological and social aspects of the workplace. It heavily incorporates insights from disciplines like psychology, sociology, and anthropology to understand what drives individual motivation and how group dynamics influence productivity. Unlike classical theories that emphasized task efficiency and formal hierarchy, this perspective recognizes that organizations are social systems where employee morale and interpersonal relationships are critical for success. This interdisciplinary approach transformed how managers communicate and lead their teams.

151. (B) Kindliness and justice in the behaviour of managers towards subordinates.
Henri Fayol's principle of equity states that managers should treat all subordinates with kindliness, fairness, and justice. This does not mean equal pay for everyone, but rather that management should be impartial and consistent in their interactions with employees. By fostering an atmosphere of mutual respect and fairness, organizations can improve morale, encourage loyalty, and reduce turnover. This principle recognizes that employees are more likely to be committed to their work and the organization when they feel they are treated with dignity and fairness.

152. (D) Statement I is incorrect, but Statement II is correct.
Coordination is often described as the essence of management because it ensures that the efforts of various individuals and departments are unified and synchronized. It is not solely the responsibility of top-level managers; instead, it is a pervasive function that must be performed by leaders at all levels of the organization. By integrating group efforts, coordination ensures unity of action toward organizational objectives. It acts as the binding force that makes all other management functions effective and helps achieve harmony throughout the entire enterprise.

153. (B) Decision-making is limited by the information available, cognitive limitations, and time constraints.
Bounded rationality is a concept in decision-making that acknowledges the limitations of human cognitive processing. It suggests that managers cannot always make perfectly logical or optimal choices because they are constrained by incomplete information, time pressure, and their own mental capacities. Instead of finding the best possible solution, decision-makers often look for alternatives that are "good enough" or satisfactory. This realistic perspective recognizes that while managers strive for rationality, their ability to analyze every potential outcome is

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naturally restricted by the complexities of the environment.

154. (C) Mary Parker Follett
Mary Parker Follett introduced a progressive view of organizational conflict, suggesting that disagreements can be productive rather than destructive. She advocated for finding integrative solutions where the underlying needs of all parties are met without anyone having to compromise their position. This constructive approach encourages innovation and deeper collaboration by using conflict as a tool for improvement. It requires managers to look beyond surface-level arguments and address the root causes, fostering a more creative and harmonious organizational culture through shared problem-solving and mutual respect among all members.

155. (A) P-3, Q-4, R-1, S-2
The controlling process follows a logical sequence to ensure organizational activities remain on track. It begins with establishing performance standards that serve as benchmarks. Next, actual results are measured using consistent methods. These measurements are then compared against the established standards to identify any significant deviations. Finally, managers take corrective action to bring performance back in line with objectives if necessary. This cycle of monitoring and adjustment is essential for maintaining accountability and achieving the goals set during the planning phase of management.

156. (C) Decision Making
Decision-making is a core managerial activity that involves selecting the most appropriate course of action from a variety of potential alternatives. This process requires identifying the problem, gathering relevant information, and evaluating the potential consequences of each option. By making informed choices, managers provide the direction necessary for the organization to function effectively. Decision-making is integrated into every management function, particularly planning, as it defines the objectives and strategies that will guide the future actions and resource allocation of the entire enterprise.

157. (C) Contingency Approach
The contingency approach posits that there is no "one best way" to manage and that the most effective managerial actions depend on the specific situation. It suggests that different environmental conditions and organizational characteristics require different leadership styles and structures. Managers must be skilled at analyzing their unique context to determine which techniques will be most successful. This perspective emphasizes flexibility and the need to adapt management practices to fit the ever-changing demands of the internal and external organizational environment to achieve success.

158. (B) Reward efficient workers and penalize inefficient ones.
The differential piece-rate system was advocated by Frederick Taylor to increase industrial productivity by directly linking employee compensation to their level of performance. By offering higher wage rates to workers who exceed established standards and lower rates to those who fail to meet them, management creates a strong financial incentive for efficiency. This approach encourages employees to maximize their output while penalizing poor performance. It assumes that workers are primarily motivated by economic rewards and will work harder to earn more money.

159. (B) The social and psychological aspects of the work environment.
The Hawthorne studies shifted the focus of management from physical working conditions to the psychological and social factors that influence employee productivity. Researchers discovered that when management shows genuine interest in workers and addresses their social needs, employee morale and performance improve significantly. These findings demonstrated that organizations are social systems where human attitudes and relationships are as important as technical efficiency. This shift in perspective established the human relations movement and transformed the understanding of management practices to emphasize the human element.

160. (A) Both A and R are true and R is the correct explanation of A.
Staffing is a continuous and pervasive management function because the need to manage human resources is constant throughout

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the life of an organization. Factors such as employee retirements, promotions, transfers, and organizational growth create ongoing requirements to fill and maintain positions. Managers must regularly engage in recruitment, selection, and training to ensure they have a competent workforce at all levels. This continuous effort ensures the organization has the necessary talent to achieve its strategic objectives and adapt to evolving business challenges.

161. (C) Departmentation
Departmentation is a key activity within the organizing function that involves dividing the total workload into manageable tasks and then grouping related activities together. This process creates distinct units, such as marketing, finance, or production, which allows for specialization and improved coordination. By grouping similar activities, organizations can achieve greater efficiency and clearer lines of authority. Departmentation provides the structure required for individuals to work together effectively and ensures that all essential organizational tasks are covered by designated teams with specific responsibilities.

162. (D) Performance Appraisal
Directing is the management function focused on actuating employees and guiding their efforts toward organizational goals. Key elements include leadership to provide direction, motivation to encourage high performance, and communication to share essential information. These activities focus on the active influence and guidance of personnel. While performance appraisal is a critical managerial task, it is generally considered a part of the staffing or controlling functions, as it involves evaluating work results against standards rather than the day-to-day guidance of employees.

163. (B) Effective and efficient
Chester Barnard argued that for an organization to survive and thrive over the long term, it must be both effective and efficient. Effectiveness refers to the ability of the organization to achieve its stated purpose and objectives. Efficiency refers to the organization's ability to satisfy the personal needs and motives of its individual members, ensuring their continued cooperation and contribution. By balancing these two requirements, managers can maintain a stable and productive social system that is capable of achieving its collective mission successfully.

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164. (D) Controlling
Controlling is the management function focused on ensuring that organizational results align with established plans and standards. When a manager investigates the cause of an increase in defective products and implements a new quality check procedure, they are performing a classic control activity. This process involves measuring performance, identifying deviations from the standard, and taking corrective action to bring results back in line with objectives. Effective control systems provide the feedback necessary for continuous improvement and maintain organizational accountability.

165. (B) 2 and 3 only
The systems approach views an organization as an integrated set of interrelated parts that interact with their external environment. It emphasizes that a change in one area will inevitably affect others and utilizes concepts like synergy, where the collective output exceeds the sum of individual efforts. While it recognizes the importance of feedback for self-regulation, it does not suggest that universal management principles exist or that parts are independent. Instead, it highlights the complex interdependencies that managers must navigate to ensure overall organizational effectiveness.

166. (C) F.W. Taylor
Frederick Taylor emphasized that achieving true scientific management requires a fundamental change in the mindset of both workers and managers, which he called a "mental revolution." This transformation involves shifting focus from the division of profits to the increase of total production through cooperation. By working together harmoniously using scientific methods, both parties can benefit from higher wages and increased profits. This shift in attitude is essential for eliminating industrial conflict and creating a more productive and efficient work environment through shared objectives and mutual benefit.

167. (C) Scalar Chain
The scalar chain represents the formal line of authority and communication that extends

from the highest level of management down to the lowest ranks of the organization. This hierarchical structure ensures that every employee knows who their supervisor is and that information flows through established channels. Henri Fayol emphasized that maintaining this chain is essential for order and discipline. While he proposed the "gang plank" for urgent communication across departments, the scalar chain remains the primary framework for establishing clear reporting relationships and maintaining accountability throughout the organization.

168. (B) To ensure unity of action among interdependent activities.
The primary purpose of the coordinating function is to synchronize the efforts of various individuals and departments to ensure they work together toward common goals. It acts as a binding force that integrates group efforts and prevents specialized units from working at cross-purposes. By ensuring unity of action, coordination minimizes conflict and duplication of effort, leading to greater organizational efficiency. This deliberate managerial action is necessary to achieve harmony and maximize the collective impact of all organizational activities in a complex business environment.

169. (B) The informal social group.
The Bank Wiring Room studies played a pivotal role in shifting management focus toward the social aspects of the workplace. Researchers observed that employees naturally formed internal groups with their own norms and standards, which significantly influenced individual behavior and productivity. These informal structures existed alongside the formal hierarchy and often dictated the actual pace of work, highlighting the importance of understanding group dynamics for achieving organizational goals. This finding demonstrated that workplaces are complex social systems as much as they are economic ones.

170. (C) 1, 3, and 4
Staffing is a comprehensive management function concerned with maintaining a competent and effective workforce throughout the organization. Key activities include manpower planning to identify personnel needs, followed by recruitment and selection to attract and choose the right individuals for specific roles. Additionally, training and development are essential for enhancing employee skills and preparing them for future responsibilities. While creating departments is part of the organizing function and motivating employees is part of the directing function, these human resource activities ensure the organization has the necessary talent.

171. (B) Contingency Approach
The contingency approach is based on "if-then" relationships, where the most appropriate management action depends on the specific environmental situation. It suggests that if certain environmental or organizational variables exist, then a particular management technique will be most effective. This perspective rejects the idea of universal principles, emphasizing instead that effectiveness is contingent upon the alignment between strategies and the context. Managers must be skilled at analyzing situational factors to determine which leadership styles or structures will be most successful in their unique circumstances.

172. (B) Both Statement I and Statement II are incorrect.
Management history distinguishes between several classical approaches, with Frederick Taylor and Henri Fayol playing different roles. Taylor is the primary figure associated with scientific management, which focused on task efficiency at the operational level. In contrast, Fayol is associated with administrative management theory, which established general principles and functions for the entire organization. Their work provided different but complementary foundations for modern management thought, addressing both the technical details of industrial work and the broad requirements of organizational leadership and structure.

173. (D) Taking corrective action
The final and most critical step in the controlling process is taking corrective action when performance deviates from established plans. After measuring results and comparing them against standards, managers must identify the root causes of any significant gaps. Corrective action involves making the necessary adjustments

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to processes, resources, or strategies to bring performance back in line with organizational goals. This proactive step ensures that deviations do not persist and that the organization remains on the correct path toward successfully achieving its strategic objectives.

174. (B) A set of orders a subordinate will accept without question.
The "zone of indifference" is a concept in the acceptance theory of authority developed by Chester Barnard. it describes the range of instructions and orders that an employee is willing to accept and execute without consciously questioning the manager's right to lead. Within this zone, orders are perceived as legitimate and consistent with the individual's role and organizational goals. Effective authority relies on managers ensuring that their communications fall within this zone, leading to the cooperation necessary for organizational success.

175. (A) 4, 2, 3, 1
The evolution of management thought followed a logical progression during the early twentieth century. It began with Frederick Taylor's scientific management, followed by Henri Fayol's administrative theory. Later, Elton Mayo's Hawthorne studies highlighted the importance of social factors, leading to the human relations movement. Finally, Chester Barnard provided a sophisticated analysis of executive functions and the role of informal organizations. This chronological development reflects an increasing understanding of the complexity of organizational structure, human behavior, and the critical role of cooperation in management.

176. (B) Focus their attention only on significant deviations from standards.
The exception principle, often associated with scientific management, suggests that managers should not attempt to control every single activity. Instead, they should focus their attention and efforts on significant deviations or exceptions from the established performance standards. By ignoring routine activities that are proceeding as planned, managers can use their time more efficiently to address critical problems or opportunities. This approach streamlines the controlling function and ensures that management intervention occurs only when it is truly necessary to maintain organizational alignment and goals.

177. (B) Her ideas on integration, power, and participation were far ahead of her time.
Mary Parker Follett is often called the "prophet of management" because her progressive ideas anticipated many modern management trends. She advocated for employee participation, collaborative power, and the use of integration to resolve conflicts constructively. Her focus on social systems and group dynamics was significantly more humanistic than the mechanistic approaches of her contemporaries. By emphasizing authority based on expertise rather than position, she laid the early foundation for modern concepts of teamwork and empowerment that are essential in today's organizations.

178. (A) Plan, Organise, Command, Coordinate, Control
Henri Fayol identified five core functions of management that provide a comprehensive framework for administrative action: planning, organizing, commanding, coordinating, and controlling. Often abbreviated as POCCC, these elements define the essential activities required to manage a complex organization effectively. Planning sets the direction, organizing provides the structure, and commanding actuates the workforce. Coordinating ensures that all activities are unified, while controlling verifies that results align with the initial plans. This framework remains a fundamental cornerstone of modern management and organizational theory today.

179. (B) Organising
Organizing is the management function focused on building a structural framework that defines the roles, responsibilities, and reporting relationships within an organization. Developing an organizational chart is a primary activity of this function, as it provides a visual representation of the hierarchy and how different departments are linked. This structure ensures that authority is clearly delegated and that every member understands their position. Proper organizing provides the stability and order required for individuals to work together effectively and achieve the organization's strategic objectives.

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180. (A) P-3, Q-4, R-1, S-2
Management consists of several primary functions, each with a specific purpose in the administrative process. Planning involves setting objectives and determining courses of action. Organizing focuses on creating departments and a structural framework. Staffing is concerned with recruitment and selection to maintain a competent workforce. Directing involves leadership and motivation to guide employees toward goals. Together, these functions provide a comprehensive system for managing organizational activities and ensuring that collective efforts lead to the successful achievement of shared strategic goals across the entire enterprise.

181. (B) Motivation, leadership, and group behavior.
The behavioural approach to management represents a significant shift by focusing on the psychological and social aspects of the workplace. It emphasizes understanding what drives individual motivation, the effectiveness of various leadership styles, and the complex dynamics of group behavior. Unlike classical theories that prioritized task efficiency and formal structure, this perspective recognizes that organizations are social systems where employee morale and interpersonal relationships are critical for success. This approach utilizes insights from psychology and sociology to create a more supportive and engaging work environment.

182. (C) Contingency Approach
The contingency approach posits that there is no "one best way" to manage and that the most effective leadership style depends on the specific situation. By adjusting their level of guidance based on team experience and stability, the manager is recognizing that different contexts require different strategies. This flexible perspective emphasizes the importance of analyzing situational variables before taking action. It encourages managers to be adaptable and responsive to the unique needs of their team and the environmental conditions they are currently facing to ensure success.

183. (D) Statement I is incorrect, but Statement II is correct.
Coordination is often described as the essence of management because it ensures that the efforts of various individuals and departments are unified and synchronized. It is not a separate function like planning or organizing, but rather an inherent quality that must be present in every managerial activity. By integrating group efforts, coordination ensures unity of action toward organizational objectives. It acts as the binding force that makes all other management functions effective and helps achieve harmony across the entire organization through deliberate synchronization.

184. (C) The acceptance theory of authority
The acceptance theory of authority, proposed by Chester Barnard, suggests that leadership power depends on the consent of subordinates rather than simply flowing downward from the top. He argued that authority is granted by employees who choose to follow orders based on their understanding and the consistency of the order with organizational goals. This perspective emphasizes that effective management requires cooperation and mutual respect. For authority to be legitimate, it must be accepted by those who are expected to comply with it.

185. (A) Both A and R are true and R is the correct explanation of A.
Classical management theories sometimes offer conflicting viewpoints on organizational structure and authority. Henri Fayol advocated for unity of command, stating that every employee should receive orders from only one supervisor to avoid confusion. Conversely, Frederick Taylor proposed functional foremanship, where workers receive specialized guidance from multiple functional bosses simultaneously. These differing perspectives highlight the tension between the need for administrative simplicity and the benefits of specialized technical oversight on the factory floor. Understanding both is essential for a comprehensive view of classical thought.

186. (D) Staffing
Staffing is the management function focused on maintaining a competent and effective workforce throughout the organization. A critical component of this process is performance appraisal, which involves evaluating an employee's work against established standards and objectives. This evaluation provides valuable feedback and informs decisions regarding

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rewards, promotions, and further training needs. By identifying individual strengths and weaknesses, performance appraisal helps managers ensure that employees are effectively contributing to organizational goals and that the talent within the organization is being developed and utilized correctly over time.

187. (C) Elton Mayo
Elton Mayo led the landmark Hawthorne studies, which transformed management thought by viewing organizations as complex social systems rather than mere mechanistic structures. He emphasized that management is a social process where worker productivity is significantly influenced by psychological needs, group norms, and supportive social relationships. Mayo's research highlighted that employees are motivated by more than just economic rewards, making morale and a sense of belonging critical for organizational success. These findings established the human relations movement and shifted the focus of management to include humanistic concerns.

188. (C) Financial resources
Systems theory identifies organizations as transformation processes that import resources from the external environment to create value. Inputs are the essential resources required for this process, including raw materials, human labor, and financial resources such as capital and credit. While customer satisfaction and profits are resulting outputs or feedback indicators, the initial resources used to fuel the organization's activities are categorized as inputs. Effective management involves coordinating these inputs to ensure the transformation process remains efficient and capable of producing desired organizational results.

189. (C) Planning
Planning is widely regarded as the foundational function of management because it establishes the objectives and direction for all subsequent activities. Before an organization can effectively arrange resources, hire personnel, or monitor performance, it must first determine what it intends to achieve. All other managerial functions are dependent on the goals and strategies formulated during this phase, making it the starting point of the management process. By providing a clear roadmap, planning ensures that organizational efforts are purposeful and aligned toward shared success.

190. (D) 1, 2, 3, and 4
Modern management theory typically identifies five primary functions that provide a framework for administrative action: planning and decision-making, organizing, staffing, directing (or leading), and controlling. These functions are pervasive and essential for managers at all levels of an organization. Planning sets the goals, while organizing provides the structure and resources. Staffing ensures the right personnel are in place, and directing guides their efforts. Finally, controlling monitors results to ensure performance aligns with the initial objectives, creating a comprehensive management system.

191. (C) Both management and workers
Frederick Taylor emphasized that achieving true scientific management requires a fundamental change in the mindset of both workers and managers, which he called a "mental revolution." This transformation involves shifting focus from the division of profits to the increase of total production through cooperation. By working together harmoniously using scientific methods, both parties can benefit from higher wages and increased profits. This shift in attitude is essential for eliminating industrial conflict and creating a more productive and efficient work environment through shared objectives and mutual benefit.

192. (C) Statement I is correct, but Statement II is incorrect.
Planning is a pervasive function required at all levels of an organization to provide direction and coordination. However, the type of planning varies by level. Strategic planning, which focuses on long-term goals and overall direction, is the primary responsibility of top-level management. Tactical planning, which involves developing specific actions to implement those strategies, is typically the responsibility of middle-level managers. Understanding these different roles ensures that planning is comprehensive and that goals are effectively translated into actionable steps throughout the entire organization's structure.

193. (C) Managerial decision-making

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The primary contribution of the quantitative approach to management has been in enhancing the effectiveness of managerial decision-making. By utilizing advanced mathematical and statistical techniques, managers can model complex problems and evaluate various alternatives more objectively. Tools such as linear programming and computer simulations allow for precise analysis of resource allocation, production scheduling, and inventory control. This data-driven perspective minimizes guesswork and provides a rigorous framework for selecting the most efficient course of action to achieve organizational goals in a complex environment.

194. (B) The law of the situation
The law of the situation suggests that authority should be based on the specific requirements of a task rather than the formal hierarchy of an organization. Mary Parker Follett argued that both managers and subordinates should take their cues from the facts and needs of the moment. This approach encourages a more collaborative environment where expertise and objective reality dictate actions. By focusing on the situation itself, organizations can move away from traditional power struggles and make more rational, effective decisions that are respected by everyone involved.

195. (A) 1, 2, and 3
The systems approach provides a holistic view of organizations as entities that transform various inputs into valuable outputs. This perspective introduces critical concepts such as the distinction between open and closed systems and the importance of synergy among different parts. It also acknowledges the concept of entropy, where systems naturally tend toward disorder if not properly managed. This framework emphasizes how internal departments and external environments interact. While one best way and situational variables are important, they are associated with other management schools.

196. (C) Controlling
Controlling is the management function focused on ensuring that organizational activities align with established plans. This process involves setting performance standards, measuring actual results, and comparing them against those standards to identify any significant deviations. Finally, managers take corrective action to bring performance back in line with goals. By monitoring and correcting work performance, organizations can maintain accountability and achieve their strategic objectives. Effective control systems provide the feedback required for continuous improvement and help prevent minor issues from becoming major organizational failures.

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197. (C) Delegation of authority
Organizing is the management function focused on building a structural framework that defines roles and responsibilities. A key element of this process is the delegation of authority, which involves granting subordinates the power to make decisions and use resources to perform assigned tasks. By distributing authority through the organization, managers can improve efficiency and empower employees. This process establishes clear lines of responsibility and accountability, ensuring that work is coordinated effectively across different levels and departments to achieve the organization's strategic goals.

198. (C) Over-emphasizing social and psychological factors while ignoring economic factors.
While the human relations approach made significant contributions by highlighting the importance of social factors, it has been criticized for being too narrow in its focus. Critics argue that by over-emphasizing psychological needs and group dynamics, this school of thought often neglected the critical role of economic incentives, task efficiency, and formal organizational structure. For management to be truly effective, it must balance humanistic concerns with the technical and economic requirements of the business. A comprehensive approach recognizes that employees are motivated by both social and financial rewards.

199. (C) Directing and coordinating people
The definition of management as the art of getting things done through and with people highlights its nature as a social and cooperative process. This perspective emphasizes the manager's role in directing and coordinating the efforts of individuals within formally organized groups to achieve common goals. Rather than focusing solely on technical skills or individual work, this view recognizes that leadership involves

influencing others and building effective teams. Management is essentially about harmonizing human effort to ensure that the collective mission of the organization is realized successfully.

200. (B) The right to give orders and the power to exact obedience.
In the context of administrative management, authority is defined as the formal and legitimate right of a manager to issue instructions and expect compliance from subordinates. Henri Fayol emphasized that authority must always be accompanied by a corresponding level of responsibility. Effective management requires that those in leadership positions have the power to direct others and ensure that organizational tasks are performed correctly. This formal right provides the necessary framework for maintaining order, accountability, and the organized pursuit of strategic goals within the hierarchy.

201. (D) Delegation of authority
The controlling process follows a logical sequence to ensure organizational activities remain on track: establishing standards, measuring performance, and comparing actual results with standards to take corrective action if needed. This cycle is essential for maintaining alignment with plans. However, the delegation of authority is a primary activity of the organizing function rather than the controlling function. Organizing focuses on the distribution of power and responsibility to create a structural framework, while controlling focuses on monitoring results to ensure that those responsibilities are met.

202. (C) Systems Approach
Synergy is a fundamental concept in systems theory describing how the interaction of components creates a result greater than the sum of individual efforts. In an organizational context, this means that departments working together harmoniously produce more value than they could independently. This phenomenon justifies the existence of integrated organizations and highlights why coordination between various units is essential for maximizing overall output. Effective management seeks to create and maintain this synergy, viewing the organization as an integrated whole rather than a collection of parts.

203. (C) Directing
Directing is the management function concerned with actuating and guiding employees toward the achievement of organizational goals. It involves interpersonal communication, leadership, and the use of motivational techniques, such as bonuses and recognition, to encourage high performance. While other functions provide the structure and the plan, directing provides the active influence and guidance required to put strategies into motion. By motivating the sales team, the manager ensures that individual efforts are aligned with the company's targets and that objectives are reached successfully.

204. (B) Employee participation, teamwork, and empowerment
Mary Parker Follett introduced progressive ideas that laid the foundation for modern management concepts such as employee empowerment and collaborative teamwork. She advocated for authority based on expertise and the "law of the situation" rather than formal hierarchy. Her work emphasized the importance of participation and shared responsibility, recognizing that organizations are social communities. These humanistic insights were far ahead of her time and have significantly influenced contemporary approaches to leadership, organizational culture, and the focus on fostering a more engaged and empowered workforce.

205. (A) P-3, Q-1, R-4, S-2
Management history is defined by several key contributors who introduced foundational concepts for organizational theory. Frederick Taylor pioneered the science of work to improve industrial efficiency. Henri Fayol established general principles and functions for administrative management. Elton Mayo highlighted the critical role of social systems and human relations in the workplace. Finally, Chester Barnard introduced the importance of the informal organization and cooperation. Together, these theories provide a comprehensive framework for understanding the evolution of management and the diverse factors that influence organizational success.

206. (C) Contingency approach
The contingency approach posits that there is no "one best way" to manage and that the most effective leadership style depends on

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specific variables, such as the maturity and readiness of followers. By matching their style to the characteristics of the team, a manager can achieve better results. This flexible perspective emphasizes the importance of analyzing the situation before taking action. It encourages managers to be adaptable and responsive to the unique needs of their subordinates and the environment to ensure successful goal achievement.

207. (A) Both Statement I and Statement II are correct.
Coordination and cooperation are related but distinct concepts within organizational management. Coordination is a formal and deliberate management function focused on synchronizing the efforts of different individuals and departments toward common goals. In contrast, cooperation is a voluntary and spontaneous willingness of employees to help one another and work together. While both are necessary for success, coordination provides the structure needed to ensure that voluntary efforts are productive and aligned. Effective managers must foster both to achieve a harmonious and high-performing organization.

208. (B) F.W. Taylor
The concept of finding the "one best way" to perform a task is a central element of scientific management, pioneered by Frederick Taylor. He advocated for replacing rule-of-thumb methods with a systematic analysis of work through time and motion studies. By determining the most efficient way to perform every job element and standardizing those processes, Taylor sought to maximize industrial productivity. This scientific approach revolutionized production and established the groundwork for modern industrial engineering and operations management practices used in manufacturing industries today.

209. (B) Organising
Organizing is the management function focused on building a structural framework that defines the roles and responsibilities of all organizational members. It involves identifying necessary tasks, grouping them into logical departments, and establishing clear authority-responsibility relationships. By creating this framework, managers provide the stability and order required for individuals to work together effectively. Proper organizing ensures that authority is delegated correctly and that every employee understands their position within the hierarchy, which is essential for coordination and the successful achievement of organizational objectives.

210. (A) Both A and R are true and R is the correct explanation of A.
Mary Parker Follett introduced a progressive view of organizational conflict, suggesting that disagreements can be a productive process rather than a destructive one. She advocated for finding integrative solutions where the underlying needs of all parties are met without anyone having to compromise. This constructive approach encourages innovation and deeper collaboration by using conflict as a tool for improvement. It requires managers to look beyond surface-level arguments and address the root causes, fostering a more creative and harmonious organizational culture through shared problem-solving.

211. (C) Staffing
Staffing is the management function concerned with maintaining a competent and effective workforce through a systematic process of human resource management. It involves identifying personnel needs and then recruiting, selecting, and placing the right individuals in the right roles at the right time. Additionally, the staffing function encompasses training, professional development, and performance appraisal to ensure that employees are prepared for their responsibilities. By focusing on the human element, managers can provide the necessary talent for the organization to achieve its strategic objectives effectively.

212. (B) Open system
The systems theory of management views an organization as an open system that must continuously interact with its external environment to survive and remain effective. This interaction involves importing resources such as raw materials and information, transforming them into outputs like goods and services, and receiving feedback from the market. Unlike a closed system, which is isolated and prone to decay, an open system is dynamic and adaptable. This perspective emphasizes that managers must monitor external trends and adjust their internal

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processes to meet changing environmental demands.

213. (B) The freedom for subordinates to think out and execute a plan.
Henri Fayol's principle of initiative emphasizes that managers should encourage subordinates to conceive and carry out their own plans within the limits of authority and discipline. By allowing employees to use their creativity and judgment, organizations can foster innovation and improve motivation. This principle recognizes that employees who are encouraged to show initiative are more likely to be engaged and committed to their work. Fostering initiative at all levels of the hierarchy helps the organization adapt to challenges and leads to a more dynamic workforce.

214. (C) humanistic and social
The Hawthorne experiments, led by Elton Mayo, transformed management thought by shifting the focus from a purely mechanistic and economic view of work to a more humanistic and social perspective. This research highlighted that productivity is significantly influenced by social group norms, employee morale, and psychological needs rather than just physical working conditions. By recognizing that organizations are complex social systems, management began to prioritize interpersonal relationships and supportive leadership. This shift established the foundation for the human relations movement and modern organizational behavior theories.

215. (A) 1 and 4 only
The contingency approach, also known as the situational approach, posits that there is no "one best way" to manage and that effectiveness depends on matching practices to the specific environment. It rejects the idea of universal principles, emphasizing instead the need for a fit between organizational processes and situational variables. Managers must be skilled at analyzing their unique context to determine which leadership styles or structures will be most successful. This perspective highlights the importance of flexibility and adaptability in a complex and ever-changing business world.

216. (C) Motivating employees
Directing is a challenging management function because it involves the complex task of influencing and guiding human behavior. Among its elements, motivating employees is considered particularly critical and difficult because individuals have diverse needs, backgrounds, and personal goals. Managers must understand what drives their team members and create an environment that encourages them to perform at their best. Successful motivation requires strong interpersonal skills and the ability to align individual aspirations with organizational objectives, making it essential for achieving high levels of collective productivity and engagement.

217. (C) Directing
Directing is the management function concerned with actuating and guiding the efforts of employees and other resources to achieve stated organizational goals. It involves the ongoing processes of leading, supervising, and motivating personnel to ensure that essential tasks are performed correctly and efficiently. While other functions provide the structure and the plan, directing provides the active influence required to put strategies into motion. Effective directing relies on strong communication and interpersonal skills to build a motivated workforce that is aligned with the organization's mission.

218. (B) Unity of Command
Henri Fayol's principle of unity of command states that every employee should receive orders from only one direct supervisor to prevent confusion and conflicting instructions. However, Frederick Taylor's concept of functional foremanship intentionally divides supervision among eight different specialists for each worker. This technical specialization directly contradicts Fayol's principle by requiring subordinates to report to multiple bosses. This conflict highlights a primary difference between administrative management's focus on clear authority lines and scientific management's emphasis on expert technical oversight at the shop-floor level of manufacturing.

219. (C) When persons are able to communicate with each other, are willing to contribute action, and share a common purpose.
Chester Barnard proposed that an organization is essentially a system of cooperative human

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effort. It comes into existence only when three specific conditions are met: individuals are able to communicate effectively, they are willing to contribute their labor and actions to a collective effort, and they share a clear, common purpose. This social perspective emphasizes that organizations are more than just legal entities or physical spaces; they are dynamic social systems that rely on cooperation and shared objectives to function and survive over time.

220. (C) 2, 3, and 5
Management thought has evolved through several schools, with the behavioural approach, systems approach, and contingency approach representing modern perspectives. These approaches recognize the complexity of organizations as social systems that must interact with their environment and adapt to specific situations. Unlike classical theories that focused on task efficiency and universal principles, modern approaches emphasize human behavior, interdependencies, and the need for situational flexibility. Understanding these different viewpoints allows managers to apply more sophisticated and effective tools to the diverse challenges of the modern business world.

221. (A) Planning and Controlling
Management by Objectives (MBO) is a technique that bridges the gap between the planning and controlling functions. It involve establishing clear, measurable objectives collaboratively between managers and subordinates. During the planning phase, these goals provide a clear direction for individual and organizational efforts. In the controlling phase, these same objectives serve as the standards against which performance is measured and evaluated. This integrated approach ensures that employees are motivated by clear targets and that their work is directly aligned with the organization's overall strategic success.

222. (C) Statement I is correct, but Statement II is incorrect.
The quantitative approach utilizes advanced mathematical and statistical methods to improve organizational decision-making and operational efficiency. While this approach is highly effective for solving complex problems related to logistics, production, and resource allocation, it is less effective for addressing purely human and emotional issues. Management also involve subjective factors and social dynamics that cannot always be easily quantified. Therefore, while data-driven analysis is invaluable for optimization, it must be balanced with behavioral insights to successfully manage the human side of the organization.

223. (D) Coordinating
Coordination is the management function concerned with achieving an orderly synchronization of efforts to ensure unified action toward a common purpose. It ensures that the timing, quality, and quantity of work across different departments are harmonized to prevent conflict and duplication. By integrating group activities, coordination acts as the binding force that makes all other management functions effective. This deliberate managerial action is necessary to achieve organizational harmony and maximize the collective impact of all efforts in a complex and interdependent working environment.

224. (A) Identify problem → Generate alternatives → Evaluate alternatives → Choose and implement
The decision-making process follows a logical sequence to ensure that managers select the most effective course of action. It begins with identifying and defining the problem. Next, a wide range of potential alternatives is generated to solve that problem. These options are then carefully evaluated based on their consequences and feasibility. Finally, the best alternative is chosen and implemented. This systematic approach helps managers avoid hasty decisions and ensures that organizational choices are based on a thorough analysis of information and strategic alignment.

225. (B) 2, 3, 4, 1
Managerial work follows a logical progression that begins with setting objectives and developing strategies through the planning function. Once plans are established, managers organize resources and create a structural framework to execute them effectively. The next stage involves directing and motivating employees to perform their assigned tasks. Finally, the controlling process ensures that the organization remains on track by comparing actual performance against

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the standards established during the planning phase. This cycle ensures that all activities are purposeful and aligned toward organizational goals.

226. (C) Social attitudes and relationships of the workgroup are significant factors in productivity. The relay assembly test room experiments, part of the Hawthorne studies, revealed that social and psychological factors are critical drivers of employee productivity. Researchers discovered that productivity improved not because of changes in physical conditions like lighting or rest periods, but because of the positive social environment and the attention workers received from supervisors. This finding highlighted that social attitudes and group dynamics exert a powerful influence on performance. It challenged classical theories and transformed the understanding of organizations as complex social systems rather than mere mechanistic structures.

227. (D) Systems Approach
The systems approach views an organization as an integrated whole composed of interrelated parts that interact with their external environment. A key concept of this approach is the existence of boundaries that separate the organizational system from its surroundings. These boundaries define the scope of the organization while allowing for the exchange of information and resources with the environment. This perspective emphasizes that managers must understand the interdependencies within their system and how external factors influence the transformation process to maintain organizational health and relevance.

228. (D) Setting organisational objectives
Staffing is the management function concerned with maintaining a competent workforce through recruitment, selection, and training. While this process is essential for achieving goals, setting organizational objectives is a primary task of the planning function. Planning establishes the overall direction and purpose, which then informs the staffing requirements and other managerial activities. Once objectives are set, staffing ensures the right people are in place to execute the plans. Distinguishing between these functions is necessary for understanding how management activities are integrated but logically distinct.

229. (C) Mary Parker Follett
Mary Parker Follett advocated for a shift from hierarchical control to a more collaborative form of authority, encapsulated by the phrase "power with, not power over." This philosophy emphasizes working together and sharing influence rather than relying on coercion and domination. Her co-active approach encourages employee participation and recognizes that collective effort is more effective than unilateral decision-making. By fostering mutual respect and cooperation, organizations can harness the creative potential of all members to achieve shared goals. Her humanistic insights laid the foundation for modern teamwork.

230. (B) P-4, Q-3, R-2, S-1
Management consists of several primary functions, each with a specific purpose. Planning provides a blueprint for action by setting objectives. Organizing focuses on creating a structural framework of roles. Directing involves actuating employees and guiding their efforts toward goals. Finally, controlling ensures that actual performance conforms to the initial plans through monitoring and correction. Together, these functions provide a comprehensive system for managing organizational activities and ensuring that collective efforts lead to the successful achievement of shared strategic objectives across all levels of the enterprise.

231. (C) The human aspects of organizations.
The behavioural science approach to management focuses on understanding human actions and social systems within the workplace. It emphasizes the study of individual motivation, leadership styles, and group dynamics. By utilizing insights from psychology and sociology, this approach recognizes that employee performance is significantly influenced by social norms and psychological needs. Managers who adopt this perspective strive to create a more supportive environment that fosters engagement and collaboration. This human-centered view recognizes that an organization's success depends on the collective behavior and morale of its members.

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232. (A) Contingency Approach
The contingency approach posits that there is no "one best way" to manage and that the most effective leadership style depends on the specific situation. By following a rigid, universal approach regardless of the team's experience or task complexity, a manager ignores the importance of situational variables. This perspective emphasizes flexibility and the need to adapt management practices to fit the ever-changing demands of the environment. Managers must be skilled at analyzing their unique context to determine which techniques and leadership styles will be most successful in achieving objectives.

233. (C) Staffing
Staffing is the management function concerned with maintaining a competent and effective workforce through a systematic process of human resource management. It involves identifying personnel needs and then recruiting, selecting, and placing individuals to fill and keep filled the various positions in the organizational structure. This ongoing process also encompasses training and professional development to ensure that employees are prepared for their roles. By ensuring that the right people are in the right jobs, staffing provides the essential talent required for the organization to achieve its strategic objectives.

234. (B) Teamwork and morale
Esprit de corps is one of Henri Fayol's fourteen principles of management, emphasizing the importance of unity and harmony within an organization. It suggests that managers should strive to build strong team spirit among employees and encourage mutual support. By fostering a sense of belonging and shared purpose, organizations can improve morale and collective performance. This principle recognizes that a cohesive workforce is more effective at achieving goals than a group of individuals working in isolation. Teamwork is essential for a productive and harmonious work environment.

235. (A) Both A and R are true and R is the correct explanation of A.
Controlling is described as a backward-looking function because it involves a review of past performance to evaluate it against established standards. By conducting this "post-mortem" analysis of completed activities, managers can identify where actual results deviated from the initial plans and understand the causes of those discrepancies. This historical perspective is necessary for learning from mistakes and taking corrective actions. It ensures that future performance is better aligned with organizational goals, creating a feedback loop between planning and control for continuous organizational improvement.

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236. (B) Delegation
Delegation is a fundamental management process that involve the assignment of duties, the granting of authority to use resources, and the creation of accountability for performance. By distributing tasks and power through the organization, managers can improve efficiency and empower subordinates to take initiative. This process allows leaders to focus on higher-level strategic activities while ensuring that essential work is completed correctly. Clear delegation establishes the authority-responsibility relationships necessary for effective coordination and the successful achievement of organizational goals across all levels and departments.

237. (B) Henri Fayol
Henri Fayol is widely recognized as the father of general management due to his focus on the administrative processes required to lead entire organizations. He was the first to identify management as a distinct skill that consists of specific functions: planning, organizing, commanding, coordinating, and controlling. His fourteen principles of management provided early universal guidelines for organizational structure and leadership. Fayol's work emphasized that management theory could be taught and applied to all types of businesses and public institutions, establishing the foundation for modern administrative thought.

238. (C) The tendency of a closed system to disintegrate over time.
Systems theory identifies entropy as the natural tendency of closed systems to experience decline, disorder, and eventual disintegration. Without continuous interaction with the external environment to obtain new resources and energy, an organization will lose its internal structure and effectiveness. Open systems combat this process by actively importing energy, raw materials, and

information, allowing them to maintain stability and adapt to changes. This perspective highlights the importance of environmental interaction and the constant need for management to innovate and renew organizational resources to ensure survival.

239. (C) Directing
Directing is the management function concerned with actuating and guiding the human resources of an organization toward the achievement of goals. Key components of this function include leadership to provide direction, motivation to inspire high performance, and communication to ensure the clear exchange of information. These processes focus on the interpersonal relationships between managers and their subordinates. Effective directing relies on these elements to build a cohesive and productive workforce, ensuring that individual efforts are aligned with the organization's strategic mission and shared objectives.

240. (B) 2 and 3 only
Mary Parker Follett made significant contributions to management thought by focusing on the human and social aspects of organizations. She is well-known for her ideas on "power-with," the "law of the situation," and the use of integration for resolving conflicts constructively. Her work emphasized collaborative power and group dynamics rather than mechanistic control. While she was a contemporary of classical theorists, she did not focus on time and motion studies; instead, her progressive ideas on teamwork and participation laid the early foundation for modern behavioral approaches to management.

241. (D) Coordinating
Coordination is often described as the essence of management because it ensures that the efforts of various individuals and departments are unified and synchronized. It acts as the binding force that links all other management functions together, ensuring that planning, organizing, staffing, and directing all move toward the same organizational goals. Without effective coordination, specialized units may work at cross-purposes, leading to conflict and inefficiency. This deliberate managerial action is necessary to achieve harmony and maximize the collective impact of all activities across the entire organizational system.

242. (C) Statement I is correct, but Statement II is incorrect.
Decision-making is the core managerial activity of selecting the most appropriate path forward from various potential alternatives. This process is fundamentally integrated with effective planning, as plans provide the goals and context required to make informed choices. Without a plan, decision-making lacks direction and standards for evaluation. Conversely, planning involves a series of decisions about objectives and resource allocation. Therefore, the two processes are interdependent, with planning providing the necessary framework for rational and strategic decision-making throughout all levels of the organization.

243. (B) Coordination is a deliberate effort by management, while cooperation is a voluntary group spirit.
Coordination and cooperation are related but distinct concepts within organizational management. Coordination is a formal and deliberate function performed by managers to synchronize the efforts of different individuals and departments toward common goals. In contrast, cooperation is a voluntary and spontaneous willingness of employees to help one another and work together. While both are necessary for organizational success, coordination provides the formal structure and timing required to ensure that voluntary group efforts are productive and effectively aligned with strategic objectives.

244. (B) Chester I. Barnard
Chester Barnard made significant contributions to management by highlighting the importance of cooperation and the role of the executive. He introduced the concept of the "zone of indifference," which explains how authority is accepted by subordinates without question. His acceptance theory of authority proposed that power flows upward from employees who choose to follow orders based on their understanding and the consistency of those orders with organizational goals. This perspective emphasizes that effective leadership relies on the willingness of employees to cooperate within a social system.

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245. (B) 1, 3, and 5
Henri Fayol established fourteen fundamental principles of management, including unity of command, the scalar chain, and equity, to guide the administrative processes of an organization. These principles are designed to improve order and organizational effectiveness. However, mental revolution and functional foremanship are concepts developed by Frederick Taylor as part of scientific management. While Fayol focused on broad administrative guidelines for general management, Taylor's work focused on technical specialization and the mindset required for operational efficiency on the factory floor of manufacturing enterprises.

246. (B) To ensure the organization is filled with competent people.
Staffing is the management function concerned with maintaining a competent and effective workforce through a systematic process of human resource management. It involves identifying personnel needs and then recruiting, selecting, and training individuals to fill specific roles within the organization. By ensuring that the right people are in the right jobs at the right time, the staffing function provides the necessary talent for the organization to achieve its strategic objectives. This ongoing activity also encompasses performance appraisal and professional development to maintain high talent levels.

247. (A) The Contingency Approach
The contingency approach posits that there is no "one best way" to manage and that the most effective managerial actions depend on the specific situation at hand. It suggests that different environmental conditions and organizational characteristics require different leadership styles and structures. Managers must be skilled at analyzing their unique context to determine which techniques will be most successful. This perspective emphasizes flexibility and the need to adapt management practices to fit the ever-changing demands of the internal and external environment to ensure organizational goals.

248. (D) Taking corrective action
The final step in the controlling process is taking corrective action to bring performance back in line with organizational goals. After measuring actual results and comparing them against established standards, managers must identify any significant deviations. Corrective action involve making the necessary adjustments to processes, resource allocation, or strategies to resolve identified problems. This proactive step ensures that organizational activities remain on the correct path and that deviations do not persist, leading to the successful achievement of the objectives set during the initial planning phase.

249. (C) Worker productivity improves due to the attention they receive from researchers.
The Hawthorne effect is a phenomenon observed during the Hawthorne studies where worker productivity improved simply because employees were being observed and receiving attention from researchers and management. This discovery highlighted that psychological and social factors significantly impact behavior in the workplace. It suggested that employees respond positively when management shows interest in their well-being and contributions. This insight shifted the focus of management from purely physical working conditions to include the human element, morale, and supportive social systems as critical drivers of performance.

250. (D) Planning
Planning is widely regarded as the foundational function of management because it establishes the objectives and direction for all subsequent activities. Before an organization can effectively arrange resources, hire personnel, or monitor performance, it must first determine what it intends to achieve. All other managerial functions are dependent on the goals and strategies formulated during the planning stage, making it the starting point of the management process. By providing a clear roadmap, planning ensures that organizational efforts are purposeful and aligned toward success.

251. (B) To replace traditional methods with scientifically determined procedures for efficiency
Taylor's Scientific Management aimed to increase industrial efficiency. By using scientific analysis such as time and motion studies, he sought to replace inefficient rule-of-thumb methods with standardized, precise procedures. This

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systematic approach was intended to optimize factory production and ensure the one best way for tasks was consistently followed across the entire operational level of the organization.

252. (A) The "mental revolution"
The mental revolution represents a fundamental shift in attitude for both managers and workers. Instead of viewing each other as adversaries in a zero-sum game over profits, they are encouraged to cooperate. This cooperation focuses on increasing productivity and prosperity for both parties, fostering a harmonious environment where mutual interests align to maximize the overall success of the organization.

253. (C) To provide a direct financial incentive for higher individual productivity
The differential piece-rate system provides a financial incentive to motivate workers toward higher output. By paying a higher rate for production exceeding a standard level and a lower rate for falling short, it directly rewards efficiency. This technique links individual performance to monetary compensation, encouraging workers to optimize their tasks and adopt scientifically determined methods to increase their personal earnings.

254. (D) The operational or shop floor level
Taylor's work focused primarily on the shop floor or operational level of an organization. His goal was to optimize the specific physical tasks performed by individual workers. By concentrating on the bottom of the organizational hierarchy, he aimed to improve productivity through the scientific analysis of work processes, rather than addressing high-level administrative functions or broader strategic planning issues.

255. (C) Mechanistic view that disregards the social aspects of work
A significant criticism of Taylor's approach involves its mechanistic view of labor. It often treats workers like parts of a machine, focusing strictly on physical efficiency and output. By prioritizing time and motion studies over the human element, it frequently overlooks the complex social and psychological needs of employees, which can lead to alienation and decreased job satisfaction.

256. (B) Fayol addressed general management functions from a top-level perspective, whereas Taylor focused on operational efficiency from the bottom-up.
Fayol and Taylor differed in their organizational perspective. Taylor adopted a bottom-up approach focused on operational tasks and shop-floor efficiency. In contrast, Fayol viewed management from the top down, focusing on the functions and principles applicable to the organization as a whole. His theory aimed at improving the overall structure and coordination of the entire enterprise across different levels.

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257. (D) Coordinating
Fayol identified five primary functions of management: planning, organising, commanding, coordinating, and controlling. Coordinating is a vital function that involves synchronizing the various activities and efforts within an organization. It ensures that different departments and individuals work together in harmony to achieve common goals, preventing overlap or conflict in tasks and promoting a unified effort toward the mission.

258. (A) An employee should report to and receive orders from only one manager.
The principle of unity of command dictates that an employee should receive orders from and report to only one direct supervisor. This minimizes confusion, prevents conflicting instructions, and establishes clear lines of authority. By ensuring a single point of direction for each worker, organizations can improve discipline, accountability, and the overall efficiency of internal communication within the hierarchical structure.

259. (C) It was a formal discipline that could be systematically taught and learned.
Fayol believed management was a distinct discipline that could be formally taught and learned. He argued that managerial ability was a requirement across all types of organizations, regardless of their size or nature. By codifying specific functions and universal principles, he established a framework that allowed management skills to be acquired through education and practice rather than being innate traits.

260. (A) As flexible guidelines to improve organizational structure and efficiency
Fayol's fourteen principles were intended to serve as flexible guidelines for managers. They were not designed as rigid or unbreakable laws but rather as adaptable tools to improve organizational structure and efficiency. Managers could apply these principles based on the specific context and needs of their organization, allowing for professional judgment while striving to harmonize the administrative side of the enterprise.

261. (D) Social and psychological factors significantly influence employee morale and productivity.
The Hawthorne Studies concluded that social and psychological factors are major determinants of worker productivity and morale. Researchers found that productivity increased not because of physical changes, but because workers felt valued through the attention they received. This shift highlighted the significance of the informal organization, group dynamics, and employee attitudes, moving away from purely mechanistic views of labor.

262. (B) Workers' output increases primarily because they are receiving special attention.
The Hawthorne Effect describes the increase in worker productivity that occurs when employees believe they are being observed or given special attention. This phenomenon suggests that social factors and the feeling of importance can motivate individuals more than environmental or physical conditions. It emphasizes the human element in management, showing that recognition and involvement significantly influence behavior and performance in the workplace.

263. (C) The informal social system of the work group
Elton Mayo's findings emphasized that the informal social system within work groups has a more profound impact on behavior than formal structures. These informal groups develop their own norms and social interactions that dictate how members work. Recognizing these social dynamics is crucial for managers, as group influence often outweighs economic incentives or official company regulations in driving productivity.

264. (D) Better communication and employee participation
The Human Relations approach advocates for managerial practices that prioritize the social and emotional well-being of employees. This includes fostering better communication, encouraging employee participation in decision-making, and adopting a more humane style of supervision. By considering the human element and promoting a supportive work environment, managers can improve worker satisfaction, which in turn leads to enhanced organizational morale and productivity.

265. (A) It focused on the "human" element, while Scientific Management focused on tasks and economic incentives.
The Human Relations movement contrasted with Scientific Management by focusing on the human element rather than just tasks and incentives. Scientific Management viewed workers mechanistically, prioritizing physical efficiency and economic rewards. Human Relations emphasized that social needs, group dynamics, and psychological satisfaction are equally important. This perspective shifted the focus from optimizing machine-like performance to managing a complex social system.

266. (B) Integration, where a new, mutually acceptable solution is created
Mary Parker Follett proposed integration as the preferred method for resolving conflict. This involves finding a new solution that satisfies the needs of all parties without anyone having to sacrifice their interests. Unlike domination or compromise, integration encourages creative problem-solving and collaboration. It views conflict as an opportunity to improve organizational processes and build stronger, more cohesive communities within the workplace.

267. (B) Subordinate who decides whether to comply with a directive
Barnard's Acceptance Theory of Authority suggests that authority ultimately rests with the subordinate. A manager's directive only carries weight if the employee chooses to accept and follow it. This perspective shifts the source of power from the position in the hierarchy to the consent of the individuals being led. It

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emphasizes that effective management requires gaining the cooperation and compliance of staff.

268. (A) The subordinate must agree with the manager's leadership style.
For a subordinate to accept a directive according to Barnard, they must understand the communication and believe it is consistent with organizational goals. They must also perceive it as compatible with their personal interests and be physically able to comply. The manager's personal leadership style is not a formal condition for this acceptance theory, as the focus is on the specific directive.

269. (C) She advocated for "power with" people in a cooperative manner.
Follett introduced the concept of "power with" as an alternative to "power over." This approach emphasizes cooperative and shared power within an organization rather than traditional hierarchical domination. By viewing management as a social process and organizations as communities, she promoted dynamic, participative group action. This collaborative model encourages individuals at all levels to contribute their insights toward common organizational objectives.

270. (D) It serves as a vital means of communication and cohesion.
Chester Barnard recognized the informal organization as a vital component of any formal structure. He believed it served as an essential means of communication and social cohesion among employees. Rather than being a source of conflict, the informal network provides the necessary social bonds and information flow that support goals. Managing these informal relationships effectively is key to maintaining organizational stability.

271. (C) The Behavioural Approach used more rigorous scientific methods from various social sciences.
The Behavioural Approach differs from the Human Relations movement by applying more rigorous scientific methods to study behavior. It draws on psychology, sociology, and anthropology to create a complex understanding of individual and group dynamics. While Human Relations focused on morale, the Behavioural Approach uses data-driven analysis to explore intricate variables like motivation, leadership styles, and the impact of the social context.

272. (B) Psychology, sociology, and anthropology
The Behavioural Approach is an interdisciplinary field that draws heavily from social sciences. It utilizes concepts and research methods from psychology, sociology, and anthropology to understand how people act within organizations. By integrating these diverse perspectives, it provides managers with a deeper understanding of human behavior, group dynamics, and social systems, facilitating more effective leadership and organizational development in work environments.

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273. (D) Strong interpersonal skills and an understanding of human dynamics
Under the Behavioural Approach, effective management requires strong interpersonal skills and a deep understanding of human dynamics. Managers must be able to comprehend the psychological makeup, needs, and motivations of their employees. By fostering a participative and democratic environment, they can build commitment and improve performance. This approach underscores that organizations are social systems where behavior is shaped by various situational context.

274. (A) As social systems where behavior is contextually shaped
The Behavioural Approach views organizations as complex social systems. In this perspective, the behavior of individuals is not just a result of personal traits but is significantly shaped by the social context of their work environment. This includes group norms, organizational culture, and interpersonal relationships. Understanding these factors allows managers to create environments that support both individual well-being and overall performance.

275. (C) Employee involvement in decision-making can enhance commitment and performance.
A central tenet of the Behavioural Approach is that involving employees in decision-making enhances their commitment and performance. This participative style of management recognizes that workers are more likely to support goals they helped create. By valuing employee input and fostering a democratic atmosphere, organizations

can leverage collective intelligence while meeting the psychological and social needs of individual members for better outcomes.

276. (A) An organization is a unified system of interrelated subsystems.
The Systems Approach views an organization as a unified, purposeful entity comprised of interrelated and interdependent subsystems. Rather than seeing departments as isolated units, this perspective emphasizes how changes in one part affect the whole. Managers must understand these connections to coordinate activities effectively. This holistic view encourages awareness of how internal functions combine to achieve the organization's broader mission.

277. (D) Active interaction with its environment through inputs and outputs
An open system is characterized by its active interaction with the external environment. It takes in various inputs, such as resources, information, and labor, and transforms them through internal processes. The resulting outputs, like products or services, are then discharged back into the environment. This continuous exchange is vital for survival, growth, and adaptation in a constantly changing external landscape.

278. (B) The combined output of subsystems is greater than the sum of their individual outputs.
Synergy is the concept that the combined output of an organization's subsystems is greater than the sum of their individual parts. It implies that when different departments and teams coordinate their efforts effectively, they create a value that exceeds what each could achieve in isolation. This principle encourages managers to focus on integration and cooperation across the entire system to maximize performance.

279. (C) The organization must adapt to its environment and receive inputs to avoid decline.
Entropy represents the natural tendency of a system to move toward disorder and eventual disintegration if it remains closed. To avoid entropy, organizations must constantly interact with their environment, bringing in fresh resources and information. This concept emphasizes the need for managers to remain proactive and adaptable, ensuring the system stays energized and relevant over time to prevent organizational decline.

280. (D) Because the organization depends on the environment for inputs and as an outlet for outputs.
From a systems perspective, managers must be concerned with the external environment because the organization depends on it for survival. The environment provides necessary inputs for production and serves as the recipient of the organization's outputs. Ignoring external factors can lead to a lack of resources or a failure to meet market needs, ultimately resulting in organizational decline and entropy.

281. (A) The solving of military problems during World War II
The Quantitative Approach originated from efforts to solve complex military problems during World War II. Teams of scientists and mathematicians used mathematical and statistical models to improve strategic and tactical decision-making. Following the war, these rigorous techniques were adapted for business use, leading to the development of management science and operations research as objective tools for managing resources and processes.

282. (B) Improve decision-making through the use of mathematical and statistical models.
The primary aim of the Quantitative Approach is to improve decision-making through mathematical and statistical models. It seeks to make management more objective by providing a data-driven basis for choices. By using computer simulations and rational analysis, managers can solve structured problems efficiently. This scientific approach helps in optimizing operations and ensuring that resource allocation is based on measurable facts.

283. (B) Optimizing inventory levels to minimize holding and stockout costs
The Quantitative Approach is most suitable for solving structured, measurable problems involving scarce resources. Optimizing inventory levels is a classic example, as it involves balancing holding costs against stockout risks using mathematical models. These techniques provide precise solutions for operational challenges where variables can be quantified and analyzed

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to determine the most cost-effective or efficient outcome for the entire organization.

284. (A) Difficulty in incorporating non-quantifiable behavioral factors
A major limitation of the Quantitative Approach is its difficulty in accounting for non-quantifiable behavioral factors. Elements such as employee morale, individual motivation, and personality are complex and hard to represent in mathematical models. Because these human factors significantly influence organizational success, the Quantitative Approach is often viewed as a supporting tool for managerial judgment rather than a complete, standalone solution.

285. (C) A tool to aid managerial judgment, especially for structured problems.
The passage suggests that the Quantitative Approach is best used as a tool to aid managerial judgment. While it provides powerful data-driven insights for structured problems like resource allocation and inventory control, it cannot fully replace human experience. Managers should use these objective models to inform their choices, integrating quantitative data with qualitative understanding of behavioral factors for effective decisions.

286. (D) The most effective management practice depends on the specific situation.
The core idea of the Contingency Approach is that there is no single best way to manage. Instead, the most effective management style or structure depends on the specific situation and its unique variables. Managers must diagnose situational factors before selecting appropriate practices. This philosophy encourages flexibility and the rejection of universal principles in favor of context-specific organizational solutions.

287. (C) The Systems Approach
The Contingency Approach is a logical extension of the Systems Approach. While the systems perspective emphasizes that an organization is composed of interrelated parts, the contingency view focuses on how those parts must adapt to external environmental factors. Both theories recognize the importance of the organization's relationship with its surroundings, stressing that management practices must align with the situational context.

288. (B) The degree of uncertainty in the environment
A key contingency variable is the degree of uncertainty in the environment. This factor influences how an organization should be structured and managed. High uncertainty often requires flexible and adaptive structures to respond to rapid changes. Conversely, a stable environment may allow for more formal management. Identifying such variables helps managers choose the most effective strategies for their specific organizational context.

289. (D) A stable and predictable environment
According to the Contingency Approach, a formal, hierarchical structure is most appropriate in a stable and predictable environment. In such settings, established rules and clear authority lines can maximize efficiency and consistency. Because the external conditions do not change rapidly, the organization can benefit from the stability and order provided by classical management principles, allowing for streamlined operational performance.

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290. (A) It encourages them to be diagnostic and flexible in applying management practices.
The Contingency Approach guides managers to be diagnostic and flexible. It teaches them to analyze key variables of each situation, such as organizational size, technology, and environment, before deciding on a course of action. By rejecting rigid, universal rules, it empowers managers to use their judgment to apply different management practices as needed, ensuring that their leadership style remains effective.

291. (C) To bridge the gap between the organization's present state and its desired future
The fundamental purpose of planning is to bridge the gap between where an organization is now and where it wants to be in the future. It is a systematic process of setting goals and determining the specific actions needed to achieve them. By providing a blueprint for action, planning allows managers to anticipate future challenges and allocate resources effectively.

292. (A) Planning provides the context for decision making, which is a core process within planning and other functions.
Planning and decision-making are inextricably linked. Planning sets the broad context and objectives, providing a framework for action. Decision-making is the core activity that occurs throughout the planning process and all other management functions. Effective planning requires making crucial choices about priorities and methods, while sound decision-making ensures that the plans are successfully implemented to solve problems and seize opportunities.

293. (D) Identifying and selecting a course of action from alternatives.
Decision-making is defined as the process of identifying and selecting a course of action from a set of available alternatives. It is an intellectual process used to solve specific problems or capitalize on opportunities. At every level of management, this activity involves evaluating different options and choosing the one most likely to achieve desired objectives, making it essential for progress.

294. (B) It will be haphazard and reactive.
Without a clear plan, decision-making tends to become haphazard and reactive. In the absence of defined goals and a strategic blueprint, managers may make choices based on immediate pressures rather than long-term objectives. This lack of direction can lead to inconsistent actions and inefficient resource use, making it unlikely for the organization to succeed even with well-intentioned individual decisions.

295. (C) Intellectual processes requiring foresight
The passage characterizes both planning and decision-making as intellectual processes that require critical thinking and foresight. They involve analyzing current situations and anticipating future outcomes. These are not merely manual or physical tasks but mental activities that demand a systematic approach to objective-setting. Success in these functions depends on a manager's ability to reason and evaluate various alternatives effectively.

296. (D) Organising
Organising is the management function responsible for creating a coherent structure and establishing authority relationships. It involves assembling human and physical resources, defining specific tasks, and grouping them into departments. By arranging these elements systematically, managers facilitate the achievement of objectives and ensure that everyone within the organization understands their roles and reporting lines, providing a stable foundation for operations.

297. (A) Matching the right people with the right jobs
Staffing is primarily concerned with matching the right people with the right jobs. This critical function includes locating, recruiting, selecting, training, and developing individuals to fill positions within the organizational structure. By focusing on employee development and placement, staffing ensures that the organization has the necessary talent and skills to execute its plans and maintain an efficient, productive workforce.

298. (B) Guiding, leading, and motivating subordinates in their tasks
Directing is an action-oriented function because it involves the active process of guiding, leading, and motivating subordinates. While other functions like planning and organising set the stage, directing is where managers interact with their team to oversee performance. It includes giving instructions and ensuring that tasks are performed effectively, transforming organizational plans into actual results through leadership and communication.

299. (B) To ensure that performance conforms to established standards through monitoring and correction
The primary purpose of controlling is to ensure that performance conforms to established standards. This process involves monitoring actual results, comparing them against pre-set goals, and taking corrective action when necessary. By identifying deviations early, managers can adjust activities to keep the organization on track toward its objectives. Controlling provides the feedback loop essential for maintaining organizational efficiency and strategic success.

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300. (A) As the essence of management that synchronizes efforts and binds all other functions Coordinating is described as the essence of management because it synchronizes the efforts of individuals, groups, and departments. It acts as a binding force that integrates all other management functions into a seamless operational flow. By ensuring that everyone works harmoniously toward common goals, coordination prevents conflict and overlap, creating a unified organizational effort that is more effective.

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CHAPTER 02
Human Resource Management

1. Which of the following best defines the conceptual framework of Human Resource Management (HRM)?
(A) Standardized administrative tasks for payroll processing and documentation.
(B) A strategic method for managing the organization's human assets.
(C) An operational function primarily focused on staff recruitment and exit.
(D) A compliance framework used to mitigate risks of employment litigation.

2. In the context of Human Resource Planning (HRP), 'trend analysis' is a method used for what purpose?
(A) To predict future personnel needs using historical business data.
(B) To forecast the availability of internal promotional candidates.
(C) To determine current levels of employee morale and satisfaction.
(D) To measure the long-term impact of internal training programs.

3. Which of the following statements most accurately describes a Job Description?
(A) It lists the knowledge, skills, and abilities an individual must have to perform a job.
(B) It outlines the compensation and benefits package for a particular role.
(C) It is a written statement of the tasks, duties, and responsibilities of a job.
(D) It is a tool used exclusively for performance appraisal.

4. The process of searching for prospective employees and stimulating them to apply for jobs in the organization is known as:
(A) Selection
(B) Placement
(C) Induction
(D) Recruitment

5. Which of the following is considered the final step in the selection process?
(A) Conducting the preliminary screening interview.
(B) Administering specialized employment tests.
(C) Determining the final selection and placement.
(D) Completing the mandatory medical examination.

6. Which of the following is an incorrect statement about the purpose of Placement in HRM?
(A) It aims to match the requirements of the job with the qualifications of the candidate.
(B) It is primarily concerned with introducing the new employee to the organization.
(C) It is the process of assigning a specific job to each of the selected candidates.
(D) Effective placement can lead to higher employee satisfaction and productivity.

7. Read the following statements regarding induction and choose the correct option.
Statement I : Induction is a one-time event that happens on the first day of an employee's joining.
Statement II : A primary goal of induction is to integrate the new employee into the organization's culture.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

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8. What is the most appropriate first step in designing a training and development program?
(A) Identifying training needs.
(B) Selecting the training method.
(C) Evaluating the training program.
(D) Preparing the training budget.

9. Which performance appraisal method requires the rater to place a certain percentage of

employees into various performance categories, such as 'high', 'average', or 'low'?
(A) Graphic Rating Scale
(B) Behaviorally Anchored Rating Scales (BARS)
(C) Forced Distribution Method
(D) 360-Degree Feedback

10. Which of the following is NOT a quantitative method of job evaluation?
(A) Ranking Method
(B) Point Method
(C) Factor Comparison Method
(D) Hay Group Guide Chart-Profile Method

11. The total of all rewards provided to employees in return for their services is referred to as:
(A) Job Evaluation
(B) Performance Management
(C) Employee Benefits
(D) Compensation Management

12. All of the following are examples of non-monetary incentives EXCEPT:
(A) Job enrichment
(B) Profit-sharing
(C) Employee recognition programs
(D) Flexible work hours

13. The process through which an individual sets career goals and identifies the means to achieve them is called:
(A) Career Development
(B) Career Management
(C) Career Planning
(D) Career Anchors

14. The increasing use of artificial intelligence (AI) in recruitment, such as chatbot interviews and resume screening, is an example of which aspect of the changing environment of HRM?
(A) Globalization
(B) Workforce diversity
(C) Ethical considerations
(D) Technological changes

15. An emerging HRM concept that involves using data to make better decisions about people, such as predicting turnover and identifying top performers, is known as:
(A) HR Analytics
(B) Green HRM
(C) Gig Economy Workforce Management
(D) Strategic HRM

16. Read the following statements regarding the conceptual framework of Human Resource Management (HRM).
1. It includes functions like acquisition, development, and maintenance of human resources.
2. It operates in isolation from the organization's overall strategy.
3. It views employees purely as a cost to the organization.
4. Its primary objective is to contribute to the realization of organizational goals.

Which of the above statements are correct?
(A) 1 and 2 only
(B) 2 and 3 only
(C) 1 and 4 only
(D) 3 and 4 only

17. A company anticipates that it will need 10% more sales staff next year due to a new product launch. This conclusion is a result of which Human Resource Planning activity?
(A) Supply forecasting
(B) Demand forecasting
(C) Gap analysis
(D) Action planning

18. What is the primary output of the Job Analysis process?
(A) The Job Description and Job Specification.
(B) A performance appraisal form.
(C) A list of potential candidates for a job.
(D) The final recruitment advertisement.

19. Which of the following is an example of an internal source of recruitment?
(A) Campus placements
(B) Advertisements in newspapers
(C) Promotions
(D) Employment agencies

20. Arrange the following steps of the Human Resource Planning (HRP) process in the correct sequence:
1. Analyzing the impact of organizational strategy.
2. Forecasting human resource demand and

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supply.
3. Developing action plans to manage shortages or surpluses.
4. Monitoring and evaluating the plan.

(A) 1, 2, 3, 4
(B) 2, 1, 3, 4
(C) 1, 3, 2, 4
(D) 3, 1, 2, 4

21. A selection test that aims to measure a candidate's capacity to learn a new skill is called:
(A) A personality test
(B) An achievement test
(C) An aptitude test
(D) A trade test

22. A newly hired employee is feeling isolated and confused about company policies and their specific role. This situation indicates a potential failure or absence of which HRM function?
(A) Selection
(B) Induction
(C) Job Evaluation
(D) Compensation Management

23. Read the following statements regarding training and development and choose the correct option.
Statement I : Training focuses on broadening an individual's skills for future responsibilities.
Statement II : Development focuses on improving an individual's performance in their current job.
(A) Statement I is correct, and Statement II is incorrect.
(B) Statement II is correct, and Statement I is incorrect.
(C) Both Statement I and Statement II are incorrect.
(D) Both Statement I and Statement II are correct.

24. Given below are two statements: one is labeled as Assertion (A) and the other is labeled as Reason (R).
Assertion (A) : 360-degree feedback provides a comprehensive view of an employee's performance.
Reason (R) : This method gathers performance input from peers, supervisors, and subordinates.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

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25. The process of systematically determining the relative worth of jobs to create a job structure for the organization is known as:
(A) Performance Appraisal
(B) Job Analysis
(C) Job Evaluation
(D) Job Design

26. Which of the following is an incorrect pair related to compensation components?
(A) Dearness Allowance - A payment to encourage innovation
(B) Basic Salary - Fixed, regular payment
(C) Bonus - Variable, performance-linked payment
(D) Perquisites - Non-monetary benefits like a company car

27. Social security benefits, such as provident fund and gratuity, fall under which category of compensation?
(A) Base Salary
(B) Incentives
(C) Perquisites
(D) Employee Benefits

28. An individual's perception of their sequence of work-related activities and experiences over their lifespan is known as their:
(A) Job
(B) Career
(C) Position
(D) Occupation

29. Match the items in List I with those in List II regarding contemporary challenges in HRM.
List I: (Challenge)
P. Globalization
Q. Workforce Diversity
R. Technological Advancement
S. Ethical Issues
List II: (HRM Implication)
1. Need for policies on inclusion and managing multicultural teams.
2. Managing international assignments and cross-cultural training.

3. Ensuring fairness in AI-based hiring and data privacy.
4. Reskilling employees for automation and new digital tools.

(A) P-2, Q-1, R-4, S-3
(B) P-1, Q-2, R-3, S-4
(C) P-2, Q-4, R-1, S-3
(D) P-3, Q-1, R-2, S-4

30. The term 'Gig Economy' in the context of new HRM trends refers to:
(A) A focus on providing more entertainment and perks in the workplace.
(B) A system of rewarding employees based on their seniority.
(C) An organizational culture that prioritizes team-based projects.
(D) A labor market defined by short-term contracts and freelance work.

31. Which of the following functions of HRM is concerned with ensuring the long-term retention and effectiveness of the workforce?
(A) Maintenance function
(B) Acquisition function
(C) Development function
(D) Motivation function

32. What is a 'skills inventory' in the context of Human Resource Planning?
(A) A forecast of the skills that will be needed in the future.
(B) An assessment of the skills possessed by the current workforce.
(C) A list of job openings that require specific skills.
(D) A training program designed to teach new skills.

33. Which of the following is a key difference between a Job Description and a Job Specification?
(A) Job Description is for internal use, while Job Specification is for external use.
(B) Job Description focuses on the job, while Job Specification focuses on the person.
(C) Job Description is a short summary, while Job Specification is a detailed document.
(D) Job Description is created by HR, while Job Specification is created by line managers.

34. 'Poaching' or 'raiding' is a term associated with which type of recruitment?
(A) Hiring employees from competing firms
(B) Internal recruitment from other departments.
(C) Recruitment of fresh graduates from campuses.
(D) Using a government employment exchange.

35. A selection process that requires candidates to perform tasks that are part of the job they are applying for is known as a:
(A) Structured interview
(B) Personality inventory
(C) Work sample test
(D) Cognitive ability test

36. Read the following objectives of a well-designed induction program.
1. To reduce employee anxiety and reality shock.
2. To familiarize the employee with the job and the organization.
3. To immediately assess the employee's performance for a promotion.
4. To create a favorable attitude towards the organization.
5. To begin the process of compensation negotiation.

Which of the above statements are correct?
(A) 1, 2 and 3 only
(B) 3, 4 and 5 only
(C) 1, 2 and 4 only
(D) 2, 3 and 5 only

37. The 'vestibule training' method is most accurately described as:
(A) A one-on-one training method provided by a supervisor.
(B) A classroom-based lecture and discussion method.
(C) Simulated training conducted in a designated off-site facility.
(D) A self-paced learning program using online modules.

38. The 'Halo Effect' is a common rater error in performance appraisal. What does it signify?
(A) The rater gives consistently low ratings to all employees.
(B) General impressions of a person influencing

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specific trait ratings.
(C) The rater's evaluation is influenced by the employee's most recent performance.
(D) The rater tends to rate everyone as average to avoid conflict.

39. The Factor Comparison method of job evaluation is considered a more complex method because:
(A) It ranks jobs in a simple order from highest to lowest.
(B) It slots jobs into pre-defined grades or classes.
(C) It relies solely on the subjective judgment of the evaluator.
(D) It compares jobs against key factors using a monetary scale.

40. Which of the following best distinguishes between wages and salaries?
(A) Wages use hourly/daily rates while salaries use fixed monthly rates.
(B) Wages are paid to white-collar workers, while salaries are paid to blue-collar workers.
(C) Wages include benefits and incentives, while salaries do not.
(D) There is no difference; the terms are interchangeable.

41. A 'cafeteria' approach to benefits allows employees to:
(A) Receive free or subsidized meals at the workplace.
(B) Take extended lunch breaks for personal errands.
(C) Personalize their benefits by choosing from a provided menu.
(D) Participate in wellness programs offered by the company.

42. The stage in an individual's career that is typically marked by a period of growth, learning, and establishing a professional identity is known as:
(A) The initial establishment phase of professional development.
(B) The exploration stage of career discovery and trial.
(C) The mid-career stage of stability and consolidation.
(D) The decline stage of preparation for final retirement.

43. Which of the following is NOT a contemporary challenge for HRM?
(A) Managing a diverse and multicultural workforce.
(B) Adapting to rapid technological changes and automation.
(C) Ensuring ethical practices and corporate social responsibility.
(D) Keeping traditional and rigid hierarchical company structures.

44. Given below are two statements: one is labeled as Assertion (A) and the other is labeled as Reason (R).
Assertion (A) : Human Resource Planning must be aligned with the organization's overall strategic plan.
Reason (R) : This alignment ensures that the right talent is available to achieve goals.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

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45. The 'Position Analysis Questionnaire (PAQ)' is a structured tool used in which HRM function?
(A) Performance Appraisal
(B) Recruitment
(C) Job Analysis
(D) Training Needs Analysis

46. Read the following common methods of Training and Development.
1. On-the-job training
2. Job rotation
3. Lectures and seminars
4. Case studies

Which of the above methods are commonly used?
(A) 1 and 2 only
(B) 3 and 4 only
(C) 1, 2, and 3 only
(D) 1, 2, 3, and 4

47. In the context of selection, what does 'validity' refer to?
(A) A test's ability to accurately predict actual job performance levels.
(B) The consistency of a test's results over time.

(C) The degree to which all applicants are treated fairly and equally.
(D) The cost-effectiveness of the selection tool.

48. A formal process of familiarizing new employees with the organization, their jobs, and their work unit is called:
(A) Placement
(B) Orientation or Induction
(C) Recruitment
(D) Job Evaluation

49. 'Management by Objectives' (MBO) is a method most closely associated with which HRM function?
(A) Job Analysis
(B) Performance Management
(C) Recruitment
(D) Compensation Management

50. Arrange the following HRM functions in a logical sequence as they would typically occur for a new hire.
1. Recruitment
2. Selection
3. Induction
4. Training
(A) 1, 2, 3, 4
(B) 2, 1, 3, 4
(C) 1, 3, 2, 4
(D) 4, 3, 2, 1

51. The process of determining and reporting pertinent information relating to the nature of a specific job is called:
(A) Job Evaluation
(B) Job Enrichment
(C) Job Analysis
(D) Job Enlargement

52. In compensation management, 'internal equity' refers to:
(A) Ensuring pay is competitive with other organizations in the industry.
(B) Ensuring all employees at the same level receive identical pay, regardless of performance.
(C) Ensuring the company's compensation policies comply with all legal requirements.
(D) Fair pay perceptions among employees within the same firm.

53. Which of the following career management activities is primarily the responsibility of the employee?
(A) Providing career counseling and workshops.
(B) Offering opportunities for promotion and transfer.
(C) Identifying personal career goals and aspirations.
(D) Creating a clear and transparent career path policy.

54. The shift from a 'personnel management' approach to a 'human resource management' approach is characterized by:
(A) A shift from a proactive, strategic focus to a reactive, administrative focus.
(B) Transitioning from viewing staff as costs to viewing them as assets.
(C) A decrease in the importance of employee development.
(D) A greater emphasis on compliance and rule enforcement over flexibility.

55. The 'Delphi Technique' for forecasting human resource demand can be described as:
(A) A mathematical method based on historical sales and employment data.
(B) A computerized simulation of future workforce needs.
(C) An analysis of employee turnover and retirement patterns.
(D) A group process using expert opinions to reach a consensus.

56. Read the following statements identifying purposes of recruitment.
1. To attract a large number of qualified applicants.
2. To discourage unqualified applicants from applying.
3. To ensure the final selection of the best candidate.
4. To create a diverse pool of candidates.

Which of the above statements are correct?
(A) 1 and 3 only
(B) 2 and 4 only
(C) 1, 2 and 4 only
(D) 3 and 4 only

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57. An in-depth conversation designed to find out in detail what an applicant has done in the past is a feature of which type of interview?
(A) A stress interview
(B) A situational interview
(C) A behavioral interview
(D) A panel interview

58. The primary goal of the placement function is to:
(A) Ensure a proper employee-job fit.
(B) Introduce the company's culture to the new employee.
(C) Negotiate the final salary with the candidate.
(D) Fulfill legal hiring requirements.

59. Read the following statements regarding training methods and choose the correct option.
Statement I : Off-the-job training methods are often more effective for teaching complex skills and theoretical concepts.
Statement II : On-the-job training methods are generally less disruptive to daily operations than off-the-job methods.
(A) Statement I is true, while Statement II is actually false.
(B) Statement II is true, but Statement I is false.
(C) Both Statement I and Statement II are true.
(D) Both Statement I and Statement II are false.

60. The 'recency effect' in performance appraisal is a bias where the evaluator:
(A) Rates an employee based on a single positive or negative trait.
(B) Focuses on recent behavior rather than the entire appraisal term.
(C) Gives higher ratings to employees who are similar to them.
(D) Tends to avoid extreme judgments and rates all employees as average.

61. Match the items in List I with those in List II.
List I: (Job Evaluation Method Type)
P. Quantitative Method
Q. Non-Quantitative Method
R. Analytical Method
S. Non-Analytical Method
List II: (Example)
1. Job Ranking
2. Point Rating
3. Job Classification
4. Factor Comparison
(A) P-2, Q-1, R-4, S-3
(B) P-1, Q-2, R-3, S-4
(C) P-4, Q-3, R-2, S-1
(D) P-3, Q-4, R-1, S-2

62. The part of an employee's compensation that is linked to their performance or the company's profitability is known as:
(A) Base pay
(B) Fringe benefits
(C) Perquisites
(D) Variable pay or performance-based incentives.

63. Which of the following is NOT an example of a legally mandated employee benefit in many countries?
(A) Free gym membership
(B) Social security contributions
(C) Workers' compensation insurance
(D) Minimum wage compliance

64. What is a 'career plateau'?
(A) The point at which an individual decides to change their career entirely.
(B) A period when the probability of upward promotion is very low.
(C) The initial stage of a career focused on learning and development.
(D) A formal plan created by the organization for an employee's career progression.

65. The term 'Strategic HRM' implies that HRM practices should be:
(A) Focused primarily on reducing labor costs.
(B) Aligned with company strategy and integrated across HR functions.
(C) Kept separate from the business's overall strategic planning.
(D) Designed to mimic the practices of the most successful competitor.

66. Read the following statements regarding Human Resource Management (HRM).
1. It is a modern term for what was traditionally called Personnel Management.
2. It has a more strategic and proactive orientation than Personnel Management.
3. It views employees as a strategic resource for competitive advantage.

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4. Its scope is limited to administrative and welfare activities.
5. It is solely the responsibility of the HR department.

Which of the above statements are correct?
(A) 1, 2 and 3 only
(B) 2, 3 and 4 only
(C) 1, 4 and 5 only
(D) 3, 4 and 5 only

67. Which method of forecasting human resource supply involves an analysis of the flow of employees from one job to another within the organization?
(A) Trend Analysis
(B) Managerial Judgment
(C) Markov Analysis
(D) Delphi Technique

68. The use of a 'yield pyramid' or 'recruitment funnel' helps an HR manager to:
(A) Determine the appropriate salary for a new position.
(B) Evaluate the performance of newly recruited employees.
(C) Analyze the reasons for high employee turnover.
(D) Calculate applicant numbers needed at each stage to meet hire goals.

69. Given below are two statements: one is labeled as Assertion (A) and the other is labeled as Reason (R).
Assertion (A) : A structured interview, using a pre-set list of questions, generally has higher validity and reliability than an unstructured interview.
Reason (R) : This standardized approach reduces bias by using consistent criteria.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

70. A well-executed induction program is likely to lead to all of the following outcomes EXCEPT:
(A) Lower employee turnover
(B) Immediate expertise in all job functions
(C) Higher initial productivity
(D) Increased employee satisfaction

71. The four levels of training evaluation proposed by Donald Kirkpatrick are:
(A) Input, Process, Output, Outcome
(B) Needs, Design, Delivery, Feedback
(C) Cost, Benefit, ROI, Impact
(D) Reaction, Learning, Behavior, Results

72. What is the primary drawback of the 'Straight Ranking' method of performance appraisal?
(A) It lacks specific feedback regarding various performance dimensions.
(B) It is too complex and time-consuming to implement.
(C) It is only suitable for large, geographically dispersed teams.
(D) It is a form of 360-degree feedback.

73. The Hay Method of job evaluation is a specific form of which general method?
(A) Ranking Method
(B) Job Classification Method
(C) Point Method
(D) Factor Comparison Method

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74. A compensation system that aims to pay employees at a rate above the market average is known as a:
(A) Lead-the-market strategy
(B) Lag-the-market strategy
(C) Match-the-market strategy
(D) Hybrid-market strategy

75. The practice of promoting from within the organization primarily serves to fulfill which type of employee need?
(A) The need for job security.
(B) The need for higher compensation.
(C) The need for a better work-life balance.
(D) The need for career growth and advancement.

76. The concept of 'Green HRM' refers to:
(A) HRM practices in the agricultural sector.
(B) The use of HR policies to promote sustainable environmental practices.
(C) Paying employees 'green' salaries for high performance.
(D) Hiring employees who have an environmental science background.

77. An organization decides to handle its payroll and benefits administration by contracting with an external firm. This is an example of:
(A) Offshoring
(B) Mergers and Acquisitions
(C) Outsourcing of HRM functions
(D) Downsizing

78. Which of the following is a primary objective of Human Resource Planning?
(A) To conduct performance appraisals.
(B) To design compensation packages.
(C) To handle employee grievances.
(D) To ensure the availability of the right people at the right time.

79. The information in a Job Specification is most directly used for which of the following HRM activities?
(A) Recruitment and selection
(B) Job evaluation
(C) Compensation design
(D) Organizational structuring

80. A key advantage of external recruitment over internal recruitment is that it:
(A) Is less costly and faster.
(B) Brings new perspectives and skills into the organization.
(C) Boosts the morale of existing employees.
(D) Reduces the need for a formal induction program.

81. Arrange the typical stages of an individual's career in chronological order:
1. Decline
2. Establishment
3. Exploration
4. Maintenance

(A) 3, 2, 4, 1
(B) 2, 3, 4, 1
(C) 3, 4, 2, 1
(D) 1, 3, 2, 4

82. In a selection interview, asking a candidate "What would you do if a customer was angry and yelling at you?" is an example of what type of interview question?
(A) A situational question
(B) A behavioral question
(C) A stress question
(D) A background question

83. The process of helping a new employee to adjust to the social and performance aspects of their new job is known as:
(A) Performance Appraisal
(B) Job Rotation
(C) Onboarding or Induction
(D) Succession Planning

84. 'Coaching' and 'Mentoring' are methods of:
(A) Recruitment
(B) Selection
(C) Compensation
(D) Employee development

85. Which performance appraisal error occurs when a manager rates an employee based on personal likes or dislikes rather than actual performance?
(A) Leniency Error
(B) Central Tendency Error
(C) Personal Bias
(D) Halo Effect

86. Read the following statements regarding the principles of effective compensation management.
1. Internal Equity
2. External Competitiveness
3. Performance Linkage
4. Exclusively focusing on monetary rewards
5. Keeping salary information completely secret

Which of the above statements are correct?
(A) 1, 2 and 5 only
(B) 1, 2 and 3 only
(C) 3, 4 and 5 only
(D) 1, 4 and 5 only

87. Which of the following is a type of incentive plan that rewards employees based on the performance of the entire organization?
(A) Piece-rate plan
(B) Merit pay
(C) Commission
(D) Profit-sharing plan

88. The concept that individuals have a dominant set of talents, motives, and values that guides their career choices is known as:
(A) Career Anchor

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(B) Career Path
(C) Career Plateau
(D) Career Goal

89. A significant contemporary challenge for HRM in a globalized world is:
(A) Managing a homogenous workforce.
(B) Dealing with stable and predictable markets.
(C) Managing cross-cultural and legal differences across countries.
(D) Reducing the use of technology in HR processes.

90. A flexible work arrangement where two employees share the responsibilities of one full-time position is called:
(A) Job sharing
(B) Telecommuting
(C) Flextime
(D) Compressed workweek

91. From a strategic perspective, what is the primary role of the HRM function?
(A) To administer benefits and payroll accurately.
(B) To maintain employee records and handle disciplinary issues.
(C) To organize company social events and boost morale.
(D) To ensure the human capital needed for strategic goal attainment.

92. A 'manpower' or 'staffing' table, which shows the number of employees in different job categories at a future point in time, is an output of:
(A) Demand forecasting
(B) Supply forecasting
(C) Recruitment analysis
(D) Performance management

93. The process of collecting information about a job by watching employees as they work is known as the:
(A) Interview method
(B) Questionnaire method
(C) Observation method
(D) Diary method

94. What is a primary disadvantage of relying too heavily on internal recruitment?
(A) It is more expensive than external recruitment.
(B) It takes a long time to fill vacant positions.
(C) It often results in a poor person-job fit.
(D) It may lead to organizational 'inbreeding' and lack of new ideas.

95. Given below are two statements: one is labeled as Assertion (A) and the other is labeled as Reason (R).
Assertion (A) : A medical examination is often one of the final steps in the selection process.
Reason (R) : This check ensures candidates are physically capable of job performance.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

96. Which statement best describes the difference between training and education?
(A) Training is theoretical, while education is practical.
(B) Training is job-specific, while education is broader and theoretical.
(C) Training is for managers, while education is for non-managerial employees.
(D) There is no difference; the terms are synonymous.

97. 'Behaviorally Anchored Rating Scales' (BARS) are considered an improvement over traditional graphic rating scales because they:
(A) Are much simpler and quicker to develop.
(B) Provide specific examples of behaviors to anchor the rating points.
(C) Eliminate all forms of rater bias completely.
(D) Can be used for any job without modification.

98. The Job Classification or Grading method of job evaluation involves:
(A) Slotting jobs into a series of pre-defined grades or classes.
(B) Ranking jobs from highest to lowest based on overall worth.
(C) Comparing jobs against a set of compensable factors using a monetary scale.
(D) Assigning points to various factors and summing them up to determine job worth.

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99. In compensation terminology, what does 'external equity' refer to?
(A) Ensuring employees perceive their pay as fair relative to their coworkers.
(B) Ensuring the top executive's salary is not more than a certain multiple of the lowest-paid worker.
(C) Competitive pay rates compared to other firms in the labor market.
(D) Ensuring pay is directly proportional to an employee's years of service.

100. Match the items in List I with those in List II.
List I: (HRM Concept)
P. Recruitment
Q. Job Analysis
R. Performance Appraisal
S. Training
List II: (Primary Outcome/Tool)
1. Job Description
2. Pool of applicants
3. Improved employee skills
4. Performance feedback
(A) P-1, Q-2, R-3, S-4
(B) P-2, Q-1, R-4, S-3
(C) P-3, Q-4, R-1, S-2
(D) P-4, Q-3, R-2, S-1

101. Which of the following is a key objective of managing an employee's career from the organization's perspective?
(A) To help employees achieve their personal life goals, even if unrelated to work.
(B) To reduce the overall salary budget of the company.
(C) To ensure a continuous supply of talent for key positions.
(D) To minimize the amount of training required for employees.

102. An organization that proactively integrates environmental management into its HRM policies is practicing:
(A) International HRM
(B) Green HRM
(C) Strategic HRM
(D) Lean HRM

103. Which of the following activities falls under the 'development' function of HRM?
(A) Recruiting new employees
(B) Administering the payroll
(C) Handling employee grievances
(D) Conducting leadership training for future managers

104. Read the following potential problems in Human Resource Planning.
1. Resistance from employees and unions.
2. Inaccuracies in forecasting.
3. The dynamic and uncertain nature of the business environment.
4. Overly focusing on quantitative data at the expense of qualitative factors.

Which of the above are considered common problems?
(A) 1 and 2 only
(B) 3 and 4 only
(C) 1, 2 and 3 only
(D) 1, 2, 3 and 4

105. A job analyst writes: "The incumbent must be able to lift 25 kgs, possess a valid commercial driver's license, and have a degree in mechanical engineering." This information belongs in a:
(A) Job Description
(B) Job Evaluation report
(C) Job Specification
(D) Performance Appraisal form

106. Read the following statements regarding e-recruitment and choose the correct option.
Statement I : E-recruitment refers to the use of online technology for attracting and sourcing candidates.
Statement II : A major disadvantage of e-recruitment is that it typically reaches a smaller and less diverse pool of applicants compared to traditional methods.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, while Statement II is factually incorrect.
(D) Statement I is false, but Statement II is true.

107. The 'in-basket' exercise is a selection tool primarily used to assess which type of skills?
(A) Physical and motor skills
(B) Interpersonal and communication skills
(C) Technical and programming skills
(D) Managerial, decision-making, and time-management capabilities.

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108. An effective induction program should provide information on all the following areas EXCEPT:
(A) Company history, mission, and values.
(B) Detailed performance reviews of other team members.
(C) Employee benefits, policies, and procedures.
(D) Specific job duties and responsibilities.

109. What is the final step in the ADDIE model of training and development (Analysis, Design, Development, Implementation, Evaluation)?
(A) Analysis
(B) Implementation
(C) Evaluation
(D) Design

110. Which of the following represents a key aspect of Performance Management, distinguishing it from Performance Appraisal?
(A) It is a one-time annual event.
(B) It is solely focused on identifying poor performers for termination.
(C) It is conducted only by the HR department.
(D) It is a continuous cycle of feedback, goals, and development.

111. The 'Point Method' of job evaluation is a:
(A) Quantitative system assigning numerical values to compensable factors.
(B) Non-quantitative method that ranks jobs in order.
(C) Qualitative method that groups jobs into pre-defined classes.
(D) Market-based method that relies on salary survey data.

112. An employee receives an extra payment for achieving a sales target. This payment is an example of:
(A) A fringe benefit
(B) An incentive
(C) A perquisite
(D) Base salary

113. An organization's effort to help employees balance their work and personal lives, through policies like flexible hours and telecommuting, is part of:
(A) Compensation Management
(B) Managing Career and work-life integration
(C) Recruitment
(D) Job Evaluation

114. The increasing presence of multiple generations (e.g., Baby Boomers, Gen X, Millennials, Gen Z) in the workplace is a key aspect of which contemporary challenge?
(A) Workforce diversity
(B) Globalization
(C) Technological change
(D) Ethical dilemmas

115. Read the following scenario and answer the question that follows.
An HR manager notices that multiple departments are trying to hire for similar data analyst roles. To save time and resources, the manager proposes a centralized recruitment drive. This action demonstrates competency in:
(A) Compensation and benefits design.
(B) Employee grievance handling.
(C) Strategic thinking and process efficiency.
(D) Legal compliance and reporting.

116. Read the following statements regarding the selection process.
1. It is a negative process aimed at eliminating unsuitable candidates.
2. It aims to choose the most suitable candidate for a job.
3. Its effectiveness is independent of the quality of the recruitment process.
4. It involves multiple steps, including tests and interviews.
5. A 'false positive' error is hiring someone who subsequently performs poorly.

Which of the above statements are correct?
(A) 1, 2 and 3 only
(B) 2, 4 and 5 only
(C) 1, 2, 4 and 5 only
(D) 3, 4 and 5 only

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117. Which school of thought in HRM views employees as a resource to be managed strategically for competitive advantage?
(A) The Administrative School
(B) The Welfare School
(C) The Strategic HRM School
(D) The Scientific Management School

118. A surplus of employees is forecasted in a company's Human Resource Plan. Which of

the following would be an appropriate action to take?
(A) Aggressive recruitment and hiring.
(B) Offering attractive voluntary retirement schemes.
(C) Increasing overtime for existing employees.
(D) Outsourcing more work.

119. A 'Job Title' in a job description primarily serves to:
(A) Indicate the salary level of the job.
(B) Describe the detailed tasks and duties.
(C) List the qualifications required for the job.
(D) Provide a quick indication of the job's role and level.

120. Given below are two statements: one is labeled as Assertion (A) and the other is labeled as Reason (R).
Assertion (A) : Performance Management is a broader and more proactive concept than Performance Appraisal.
Reason (R) : It is a continuous, year-round process aimed at meeting strategic goals.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

121. The most significant benefit of providing employee benefits and incentives, from the organization's perspective, is:
(A) To fulfill the minimum legal requirements.
(B) To reduce the amount of direct salary that needs to be paid.
(C) Attracting, retaining, and motivating high-quality personnel.
(D) To simplify the payroll process.

122. A career path that involves a series of upward movements in a single functional area is known as a:
(A) Linear career progression within a specific department.
(B) Horizontal career path
(C) Spiral career path
(D) Transitory career path

123. Which emerging HRM concept deals with managing a workforce that includes full-time employees, freelance consultants, and temporary contract workers?
(A) Green HRM
(B) HR Analytics
(C) Employee Engagement
(D) Total Workforce Management

124. The fundamental objective of all HRM activities is to:
(A) Ensure the organization complies with all labor laws.
(B) Contribute to the achievement of organizational objectives.
(C) Maximize employee satisfaction at any cost.
(D) Minimize the wages paid to employees.

125. Arrange the following steps of a recruitment process in the correct sequence.
1. Generating a pool of applicants through various sources.
2. Identifying the vacancy and analyzing job requirements.
3. Screening applications to create a short list.
4. Evaluating the effectiveness of the recruitment process.

(A) 2, 1, 3, 4
(B) 1, 2, 3, 4
(C) 2, 3, 1, 4
(D) 3, 1, 2, 4

126. In the context of selection, 'reliability' refers to:
(A) The degree to which a test accurately predicts job performance.
(B) The fairness and impartiality of the selection process.
(C) The relevance of the test content to the job duties.
(D) Consistency of test results over time and across different raters.

127. A key purpose of the 'placement' stage is to:
(A) Put the right person in the right job.
(B) Minimize reality shock for the new employee.
(C) Evaluate the employee's performance after one year.
(D) Determine the market rate for the job.

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128. A training method where a trainee is placed under the supervision of an experienced employee who teaches them the skills required for the job is called:
(A) Case study method
(B) On-the-job training (OJT) provided by an experienced supervisor.
(C) Vestibule training
(D) Role-playing

129. The 'Leniency Error' in performance appraisal refers to the tendency of a rater to:
(A) Rate all employees as average.
(B) Be overly generous and give undeservedly high ratings.
(C) Be overly critical and give undeservedly low ratings.
(D) Allow a single trait to influence all ratings.

130. Read the following list of job evaluation methods.
1. Point Method
2. Ranking Method
3. Factor Comparison Method
4. Job Classification/Grading Method

Which of the above are considered non-quantitative (or non-analytical) methods?
(A) 1 and 3 only
(B) 2 and 4 only
(C) 1 and 2 only
(D) 3 and 4 only

131. The component of compensation that relates to pay raises based on performance, which are added to the employee's base salary, is called:
(A) Bonus
(B) Commission
(C) Merit Pay
(D) Profit Sharing

132. 'Golden handcuffs' is a term used to describe:
(A) A strict disciplinary policy for senior executives.
(B) The physical security measures in a high-tech firm.
(C) A type of performance appraisal for law enforcement officers.
(D) Financial incentives designed to encourage employee retention.

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133. A dual career ladder or path is beneficial for organizations as it:
(A) Forces all employees to go into management to advance their careers.
(B) Reduces the number of available promotions.
(C) Allows advancement for specialists without requiring management roles.
(D) Is only applicable to employees in the sales department.

134. Managing 'work-life balance' has become a significant HRM challenge due to:
(A) Decreased use of technology.
(B) Evolving family structures and constant digital connectivity.
(C) More rigid 9-to-5 work schedules.
(D) A decline in the number of dual-career couples.

135. What is the 'H' in HRM signify?
(A) That employees are merely a 'headcount' or a number.
(B) That the HR department's main role is 'hiring'.
(C) That the function is 'hard' and difficult to manage.
(D) Viewing staff as people with unique needs and aspirations.

136. Which of the following is a drawback of the Delphi technique in HRP?
(A) Time-consuming nature that may hinder rapid decision-making.
(B) It is based on objective, historical data.
(C) It does not involve expert opinion.
(D) It provides a single, mathematically precise forecast.

137. Read the following statements regarding components of a comprehensive Job Analysis.
1. A description of the tasks and duties involved in a job.
2. An evaluation of the job's worth to the organization.
3. An outline of the knowledge, skills, and abilities required to perform the job.
4. A performance review of the current job holder.
5. An advertisement for the job vacancy.

Which of the above statements are correct?

(A) 1 and 3 only
(B) 2 and 4 only
(C) 1, 2 and 3 only
(D) 3, 4 and 5 only

138. The primary purpose of recruitment is to:
(A) Generate a large and qualified pool of applicants.
(B) Select the best candidate.
(C) Determine the salary for the position.
(D) Train new employees.

139. Match the items in List I with those in List II regarding types of selection tests.
List I: (Test Type)
P. Aptitude Test
Q. Achievement Test
R. Personality Test
S. Interest Test
List II: (Measures)
1. Existing knowledge or skill
2. Potential to learn a skill
3. Patterns of interests
4. Traits like extroversion and agreeableness
(A) P-1, Q-2, R-3, S-4
(B) P-2, Q-1, R-4, S-3
(C) P-3, Q-4, R-1, S-2
(D) P-4, Q-3, R-2, S-1

140. A new hire who is left to fend for themselves without a proper induction is more likely to experience:
(A) High job satisfaction
(B) Reality shock and early turnover
(C) Rapid career progression
(D) A strong sense of belonging

141. Read the following statements regarding training and development and choose the correct option.
Statement I : The primary purpose of training is to remedy current skill deficiencies.
Statement II : The primary purpose of development is to prepare employees for future roles and challenges.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

142. The 'Central Tendency Error' in performance appraisal is the tendency of a manager to:
(A) Rate all employees as either outstanding or very poor.
(B) Rate employees based on their most recent behavior.
(C) Allow one positive characteristic to overshadow all other traits.
(D) Avoid extreme ratings and rate most employees as average.

143. Which job evaluation method is simplest to implement but is also highly subjective and difficult to defend?
(A) Ranking Method
(B) Point Method
(C) Factor Comparison Method
(D) Hay Group Method

144. 'Gainsharing' is a type of incentive plan where:
(A) Employees receive a share of the company's profits.
(B) Employees earn bonuses through measurable operational improvements.
(C) Employees are granted the option to buy company stock at a future date.
(D) Employees receive individual bonuses for meeting personal sales targets.

145. Career planning is a process that is ideally a partnership between:
(A) The employee and the HR department only.
(B) The individual, their manager, and the organization.
(C) The employee and their immediate supervisor only.
(D) The HR department and the top management only.

146. Which of the following is NOT an emerging HRM concept?
(A) Scientific Management
(B) HR Analytics
(C) AI in Recruitment
(D) Gig Economy Management

147. A manager is assessing the strengths and weaknesses of her team members to plan for future projects and potential leadership roles. This manager is engaged in:
(A) Job evaluation
(B) Grievance handling
(C) Supply forecasting

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(D) Recruitment

148. A written summary of the minimum qualifications, including knowledge, skills, and abilities, required of a worker to do a particular job is called:
(A) Job Description
(B) Job Summary
(C) Job Evaluation
(D) Job Specification

149. The practice of using 'walk-ins' and 'unsolicited applications' as a source of candidates is a form of:
(A) Internal recruitment
(B) Employee referral
(C) External recruitment
(D) Headhunting

150. A 'false negative' error in the selection process occurs when an organization:
(A) Hires a candidate who turns out to be a poor performer.
(B) Rejects a candidate who would have been a successful performer.
(C) Promotes an internal candidate over an external one.
(D) Uses a test that is not reliable.

151. Which of the following is the best description of the overall purpose of Performance Management?
(A) To identify employees for disciplinary action.
(B) To complete the necessary paperwork for HR records.
(C) To determine the annual salary increase for every employee.
(D) Aligning performance with goals and fostering continuous growth.

152. Which of the following benefits is generally considered a 'perquisite' or 'perk' often provided to senior executives?
(A) Company car and driver
(B) Provident fund contribution
(C) Health insurance
(D) Paid sick leave

153. A mid-career employee who feels stuck in their current role and is seeking new challenges might benefit most from:
(A) A higher salary in the same role.
(B) A basic induction program.
(C) Job rotation programs or lateral transfers to new departments.
(D) A more detailed job description.

154. The increasing focus on corporate governance and transparency is an example of which contemporary challenge affecting HRM?
(A) Ethical and Social Responsibility pressures
(B) Technological Advancement
(C) Globalization
(D) Workforce Diversity

155. Read the following statements regarding modern HRM philosophy.
1. Viewing people as a strategic asset.
2. A focus on employee commitment and engagement.
3. Integration of HR policies with business strategy.
4. A purely administrative and reactive function.
5. Primary focus on cost minimization.

Which of the above statements are correct?
(A) 1, 2 and 3 only
(B) 3, 4 and 5 only
(C) 1, 4 and 5 only
(D) 2, 3 and 4 only

156. If demand for labor exceeds the supply, what is a likely course of action in HRP?
(A) Downsizing
(B) Recruitment and training
(C) Reduced workweeks
(D) Voluntary retirement schemes

157. Which of the following would be found in a Job Description, but NOT in a Job Specification?
(A) Required educational qualifications.
(B) Necessary experience in a similar role.
(C) A list of specific tasks and duties.
(D) Physical requirements like vision and strength.

158. Which of the following is an advantage of using employee referrals as a recruitment source?
(A) It always brings in fresh, new perspectives

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from outside the company.
(B) It guarantees a diverse pool of applicants.
(C) It is the most formal and structured method of recruitment.
(D) Candidates typically possess better cultural fit and pre-screening.

159. Given below are two statements: one is labeled as Assertion (A) and the other is labeled as Reason (R).
Assertion (A) : Training evaluation is crucial for determining the effectiveness of a training program.
Reason (R) : It confirms whether objectives were met and ROI was achieved.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

160. What is the main objective of Job Evaluation?
(A) To assess the performance of an individual employee.
(B) Establishing job worth for internal compensation equity.
(C) To analyze the tasks and responsibilities of a job.
(D) To create a plan for an employee's career progression.

161. 'ESOP' (Employee Stock Ownership Plan) is a type of:
(A) Mandatory benefit
(B) Long-term incentive
(C) Short-term incentive
(D) Perquisite

162. An employee who shows little interest in promotion but seeks to deepen their expertise in their technical field is likely guided by which career anchor?
(A) Technical/Functional Competence
(B) Managerial Competence
(C) Autonomy/Independence
(D) Security/Stability

163. The use of HR Information Systems (HRIS) to automate and streamline HR processes is a direct response to which environmental factor?
(A) Globalization
(B) Demographic shifts
(C) Technological advancements
(D) Legal regulations

164. The process of forecasting future human resource needs in an organization is known as:
(A) Recruitment
(B) Performance Appraisal
(C) Job Analysis
(D) HRP Demand Forecasting

165. The primary difference between 'Recruitment' and 'Selection' is that:
(A) Recruitment is handled by line managers, while selection is handled by the HR department.
(B) Recruitment happens after selection.
(C) Recruitment attracts candidates, while selection eliminates candidates.
(D) There is no difference; the terms are used interchangeably.

166. A placement decision should ideally be based on:
(A) The candidate's willingness to accept the lowest salary.
(B) Matching the selected candidate's profile with job requirements.
(C) The immediate availability of any vacant position.
(D) The personal preference of the HR manager.

167. What does 'training needs analysis' (TNA) involve?
(A) Evaluating the effectiveness of a completed training program.
(B) Designing the content and materials for a training course.
(C) Selecting the employees who will attend a pre-determined training program.
(D) Identifying gaps and confirming training is the correct solution.

168. The 'critical incident technique' for performance appraisal involves:
(A) Loging specific examples of effective and ineffective work behaviors.
(B) Ranking employees from best to worst.
(C) Comparing an employee's performance against pre-defined objectives.

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(D) Using a scale with behavioral anchors for rating.

169. Which of the following is a primary advantage of the Point Method of job evaluation?
(A) It is the simplest and quickest method to use.
(B) It is a non-quantitative and subjective method.
(C) Systematic and defensible framework for determining job worth.
(D) It eliminates the need for salary surveys.

170. 'External equity' in compensation is primarily achieved by:
(A) Conducting salary and wage surveys.
(B) Conducting performance appraisals.
(C) Conducting job evaluations.
(D) Conducting employee satisfaction surveys.

171. Which of the following constitutes an incentive plan?
(A) A company-provided health insurance policy.
(B) A monthly base salary.
(C) A pension plan.
(D) A year-end bonus tied to company profitability.

172. The process by which organizations ensure they have a pipeline of people ready to step into senior roles as they become vacant is known as:
(A) Recruitment
(B) Long-term succession planning for critical leadership roles.
(C) Induction
(D) Performance Appraisal

173. What is the most significant cause of the growing importance of 'New Trends in HRM' such as managing diversity and work-life balance?
(A) A desire to return to traditional management styles.
(B) A decrease in global competition.
(C) Shifting social, demographic, and technological external environments.
(D) The simplification of business operations.

174. Read the following potential sources for identifying Job Analysis information.
1. The employee performing the job.
2. The employee's immediate supervisor.
3. External job analysts.
4. Existing job descriptions.
Which of the above are valid sources?
(A) 1 and 2 only
(B) 3 and 4 only
(C) 1, 2 and 4 only
(D) 1, 2, 3 and 4

175. Match the items in List I with those in List II.
List I: (HRM Function)
P. Human Resource Planning
Q. Compensation Management
R. Selection
S. Managing Career
List II: (Associated Activity/Concept)
1. Aptitude Tests
2. Succession Planning
3. Demand and Supply Forecasting
4. Job Evaluation
(A) P-3, Q-4, R-1, S-2
(B) P-1, Q-2, R-3, S-4
(C) P-3, Q-1, R-4, S-2
(D) P-2, Q-4, R-1, S-3

176. Which of the following is a key component of the conceptual framework of HRM, representing its strategic nature?
(A) The day-to-day administration of employee files.
(B) The alignment of HR practices with organizational goals.
(C) The organization of the annual company picnic.
(D) The processing of weekly timesheets.

177. A 'hiring freeze' is a short-term response to a:
(A) Forecasted shortage of employees.
(B) Forecasted surplus of employees.
(C) Need for new skills in the organization.
(D) Plan for rapid expansion.

178. A major limitation of using interviews in job analysis is that:
(A) Employees might inflate the importance of their daily work tasks.
(B) It is impossible to get any useful information.
(C) It is the most expensive method.
(D) It does not require a skilled analyst.

179. 'Nepotism' in recruitment refers to:

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(A) A policy of promoting from within.
(B) The practice of hiring based on merit and qualifications.
(C) Favoritism shown to relatives or friends, regardless of merit.
(D) The use of online job portals.

180. A 'stress interview' is designed to:
(A) Make the candidate feel as comfortable as possible.
(B) Understand a candidate's long-term career goals.
(C) Test a candidate's technical knowledge of the subject.
(D) Measure a candidate's performance under intense situational pressure.

181. A new employee's manager spends the first week introducing the employee to team members, explaining informal communication channels, and clarifying team goals. This is part of:
(A) Selection
(B) Performance Appraisal
(C) Departmental Induction/Onboarding
(D) Job Evaluation

182. 'Role-playing' is a training technique where participants:
(A) Listen to a lecture on a specific topic.
(B) Act out a scenario to practice skills in a simulated environment.
(C) Analyze a written business problem and propose solutions.
(D) Work in a simulated office environment to learn procedures.

183. Given below are two statements: one is labeled as Assertion (A) and the other is labeled as Reason (R).
Assertion (A) : Job evaluation is the basis for determining internal equity in a compensation system.
Reason (R) : Determining relative worth ensures higher value roles receive higher pay.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

184. The part of the salary that is determined by the job's worth (from job evaluation) and the market rate (from salary surveys) is the:
(A) Standard base pay for the specific role.
(B) Incentive pay
(C) Fringe benefits
(D) Annual bonus

185. Providing tuition reimbursement for an employee to pursue a master's degree is an example of an organization investing in:
(A) Short-term training
(B) A non-monetary incentive
(C) Employee development and career management
(D) A selection test

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186. The concept of a 'boundaryless' organization, facilitated by technology, is a contemporary trend influencing HRM. It implies:
(A) High levels of departmental and external partner collaboration.
(B) Stricter hierarchical structures and command chains.
(C) A reduction in all some of communication.
(D) A physical office without any walls or cubicles.

187. What does HRM aim to achieve through its 'acquisition' function?
(A) Training and developing existing employees.
(B) Retaining high-performing employees.
(C) Ensuring fair compensation for all employees.
(D) Procuring the right number and type of people to fill jobs in the organization.

188. If a company plans to enter a new high-tech market, its HRP will likely focus on:
(A) Forecasting a surplus of its current administrative staff.
(B) Forecasting a demand for employees with new, specialized skills.
(C) Implementing a hiring freeze across all departments.
(D) Reducing the training budget.

189. Which of the following is NOT a method for collecting job analysis data?
(A) Interview
(B) Observation

(C) Performance Appraisal
(D) Questionnaires

190. Read the following potential disadvantages of external recruitment.
1. It can be more time-consuming and costly than internal recruitment.
2. It can demotivate existing employees who were hoping for a promotion.
3. The new hire may take longer to adjust to the organization's culture.
4. It fails to bring in new ideas or perspectives.

Which of the above statements are correct?
(A) 1 and 2 only
(B) 3 and 4 only
(C) 1, 2 and 3 only
(D) 2, 3 and 4 only

191. Arrange the following levels of Kirkpatrick's training evaluation model from the lowest level to the highest.
1. Behavior
2. Learning
3. Results
4. Reaction

(A) 4, 2, 1, 3
(B) 1, 2, 3, 4
(C) 4, 3, 2, 1
(D) 2, 4, 1, 3

192. Read the following statements regarding Performance Management.
1. It is a continuous and dynamic process.
2. It aligns individual and team goals with organizational strategy.
3. It is future-oriented and focuses on employee development.
4. It is solely a tool for deciding annual pay raises.
5. The process ends once the annual appraisal meeting is over.

Which of the above statements are correct?
(A) 1, 2 and 3 only
(B) 3, 4 and 5 only
(C) 1, 4 and 5 only
(D) 2, 3 and 5 only

193. Which of the following is a primary goal of providing employee benefits?
(A) To directly increase an employee's daily work output.
(B) Enhancing security and well-being to foster loyalty.
(C) To replace the need for a competitive base salary.
(D) To simplify the organization's tax obligations.

194. A mentor's role in an employee's career management is to:
(A) Offer guidance, advice, and support based on their own experience.
(B) Provide direct supervision and assign daily tasks.
(C) Conduct the formal performance appraisal.
(D) Determine the employee's salary and bonuses.

195. A company that promotes tree-planting initiatives, encourages paperless operations, and offers incentives for carpooling is practicing aspects of:
(A) HR Analytics
(B) Gig Economy Management
(C) Green HRM
(D) Lean Manufacturing

196. The HRM function that deals with procuring the right talent is:
(A) Development
(B) Maintenance
(C) Compensation
(D) Acquisition

197. A skills gap analysis, which compares the skills an organization needs with the skills its workforce currently possesses, is a part of:
(A) Recruitment
(B) Job Evaluation
(C) Human Resource Planning
(D) Induction

198. The Job Characteristic Model (JCM) is relevant to Job Analysis because it helps in:
(A) Determining the monetary value of a job.
(B) Designing jobs that are more motivating and satisfying.
(C) Forecasting future workforce needs.
(D) Selecting the best candidate for a job.

199. What is the most significant risk of a poorly managed selection process?

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(A) It may take slightly longer than planned.
(B) It may increase the cost of advertising the job.
(C) It may require the HR department to work overtime.
(D) Hiring unsuitable staff, leading to low productivity and turnover.

200. Which of the following is NOT a primary purpose of placement and induction?
(A) To conduct the final negotiation of the employee's salary.
(B) To help the new employee feel welcome and part of the team.
(C) To provide essential information about the job and the company.
(D) To ensure a good fit between the employee's skills and the job's demands.

201. Which training method is most suitable for developing complex problem-solving and decision-making skills in managers?
(A) On-the-job coaching
(B) A lecture on company policies
(C) The case study method
(D) An instructional video on using new software

202. The concept of 'compensable factors' is central to which job evaluation method?
(A) Point Method
(B) Ranking Method
(C) Job Classification Method
(D) Job Slotting Method

203. A company that pays its employees a competitive base salary but offers very generous performance-based bonuses is emphasizing which part of its compensation mix?
(A) Benefits
(B) Base Pay
(C) Perquisites
(D) Incentives

204. An employee who consistently seeks out new projects, volunteers for challenging assignments, and takes courses to learn new skills is actively engaged in:
(A) Job Evaluation
(B) Personal Career Management
(C) Compensation Negotiation
(D) Employee Discipline

205. The growing use of social media platforms like LinkedIn for sourcing and vetting candidates is a manifestation of which trend in HRM?
(A) The decline of globalization.
(B) The rise of labor unions.
(C) The impact of technology on recruitment.
(D) The simplification of job roles.

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206. Read the following statements regarding the conceptual framework of HRM and choose the correct option.
Statement I : The conceptual framework of HRM emphasizes an integrated approach where HR policies are mutually supportive.
Statement II : A company with a strategy of innovation would ideally have HR policies that reward risk-taking and creativity.
(A) Mutual supportiveness of HR policies as seen in innovation rewards.
(B) Both Statement I and Statement II are true, but Statement II is not related to Statement I.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

207. Which of the following is a long-term strategy to deal with a forecasted employee shortage?
(A) Investment in development programs for upskilling current staff.
(B) Increased overtime
(C) Temporary hiring
(D) Subcontracting work

208. The main difference between Job Enlargement and Job Enrichment is:
(A) Job Enrichment adds more tasks, while Job Enlargement adds more responsibility.
(B) Enrichment adds responsibility/autonomy while enlargement adds tasks.
(C) Job Enlargement is for managers, while Job Enrichment is for workers.
(D) There is no significant difference between the two.

209. What is the 'realistic job preview' (RJP) technique in recruitment?
(A) Presenting only the positive aspects of a job to attract more candidates.
(B) Providing an honest view of both job

positives and negatives.
(C) A simulation test where candidates perform parts of the job.
(D) A final interview with the company CEO.

210. Which of the following is an example of a 'knockout' question in a preliminary screening or interview?
(A) "Are you legally authorized to work in this country?"
(B) "What are your greatest strengths?"
(C) "Where do you see yourself in five years?"
(D) "Why do you want to work for this company?"

211. An effective induction program reduces 'cognitive dissonance' for a new hire by:
(A) Immediately giving them a very challenging task.
(B) Paying them a higher salary than was initially offered.
(C) Confirming that their decision to join the company was a good one.
(D) Isolating them from other employees to focus on learning.

212. A key tenet of modern performance management is that it should be a process owned by:
(A) Increase employee turnover.
(B) Reduce the need for effective supervision.
(C) Fulfill a bureaucratic requirement.
(D) Enhance organizational capabilities and competitiveness.

213. A performance management system is different from a performance appraisal system because it is:
(A) Past-oriented
(B) Judgmental
(C) A continuous process
(D) An isolated event

214. Which of the following would be considered a 'compensable factor' in a job evaluation plan?
(A) The age of the job holder.
(B) The level of skill required for the job.
(C) The gender of the job holder.
(D) The number of years the job holder has been with the company.

215. The Scanlon Plan is a specific type of which incentive program?
(A) Individual piece-rate plan
(B) Executive stock option plan
(C) Merit pay plan
(D) Group gainsharing plan

216. Read the following statements regarding organizational practices that support employee career management.
1. Providing information about job openings and career paths.
2. Offering career counseling and workshops.
3. Providing mentoring opportunities.
4. Ensuring that promotions are based solely on seniority.
5. Discouraging employees from moving between departments.

Which of the above statements are correct?
(A) 1, 2 and 3 only
(B) 3, 4 and 5 only
(C) 1, 2 and 5 only
(D) 2, 4 and 5 only

217. The challenge of 'reskilling' and 'upskilling' the workforce is a direct consequence of:
(A) Decreased global competition.
(B) The stability of modern job roles.
(C) Rapid technological change and automation.
(D) A more homogenous workforce.

218. The 'soft' model of HRM, as opposed to the 'hard' model, places greater emphasis on:
(A) Employee commitment, development, and self-regulation.
(B) Treating employees as a cost to be minimized.
(C) Strict control and monitoring of employee behavior.
(D) Quantitative analysis and cost-benefit calculations.

219. Given below are two statements: one is labeled as Assertion (A) and the other is labeled as Reason (R).
Assertion (A) : Job analysis is a fundamental HRM activity that serves as a building block for many other HR functions.
Reason (R) : Data from analysis informs recruitment, training, and pay.
(A) Both A and R are true and R is the correct

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explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

220. Match the items in List I with those in List II.
List I: (Performance Appraisal Error)
P. Halo Effect
Q. Recency Effect
R. Central Tendency
S. Leniency Error
List II: (Description)
1. Rater tends to give high ratings to all employees.
2. Rater allows one trait to influence ratings on other traits.
3. Rater focuses on recent behavior instead of the entire period.
4. Rater avoids high or low ratings and places most employees in the middle.
(A) P-1, Q-2, R-3, S-4
(B) P-2, Q-3, R-4, S-1
(C) P-3, Q-4, R-1, S-2
(D) P-4, Q-1, R-2, S-3

221. 'Hot stove rule' of discipline, which suggests that disciplinary action should be immediate, consistent, and impersonal, is a concept related to which function of HRM?
(A) Development of employees
(B) Acquisition of employees
(C) Maintenance of employees
(D) Planning for employees

222. An HR manager uses a 'replacement chart' to identify potential successors for key roles in the company. This is a tool used in:
(A) Recruitment
(B) Job Analysis
(C) Compensation Management
(D) Human Resource Planning (Supply Forecasting)

223. What is the most significant advantage of creating a detailed job description?
(A) Clarification of role expectations to reduce overall ambiguity.
(B) It guarantees that the employee will perform well.
(C) It is a legal requirement in all industries and for all jobs.
(D) It eliminates the need for any supervision.

224. Which of the following is NOT an advantage of e-recruitment?
(A) Wider geographical reach
(B) Eliminates unqualified applicants completely
(C) Lower cost per hire compared to print ads
(D) Faster response time from applicants

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225. Assessment centers are a sophisticated selection method primarily used for:
(A) Hiring entry-level, unskilled labor.
(B) Identifying managerial potential and for high-level promotions.
(C) A quick initial screening of a large number of applicants.
(D) Testing the physical fitness of candidates.

226. What is the primary risk of a poorly planned or non-existent induction program?
(A) Increased early turnover and lower initial productivity.
(B) The company might have to pay a fine.
(C) The employee may demand a higher salary.
(D) It slightly delays the employee's first project.

227. A key tenet of modern performance management is that it should be a process owned by:
(A) The HR department exclusively.
(B) The top management exclusively.
(C) The line managers in partnership with their employees.
(D) An external consultant.

228. Which of the following is an example of a non-financial or non-monetary incentive?
(A) A cash bonus for exceeding a target.
(B) A commission on sales.
(C) Public recognition as 'Employee of the Month'.
(D) A piece-rate payment system.

229. 'Outplacement services' are typically offered by a company to:
(A) Newly hired employees as part of the induction program.
(B) Employees facing layoffs to assist with future employment.
(C) High-performing employees who are being

promoted.
(D) Retiring employees to help them manage their finances.

230. The concept of 'employer branding' is a contemporary trend in HRM closely related to:
(A) Job Evaluation
(B) Employee discipline
(C) Payroll administration
(D) Recruitment and talent attraction

231. Which of the following best describes the HRM function of 'Placement'?
(A) The process of assigning a selected candidate to a suitable job.
(B) The process of advertising a job vacancy.
(C) The process of interviewing candidates.
(D) The process of introducing a new employee to the company.

232. A manager who rates an employee higher than deserved because they attended the same university is exhibiting which type of appraisal bias?
(A) Recency Effect
(B) Horns Effect
(C) Similar-to-me Effect
(D) Leniency Error

233. Read the following statements regarding the functions of a comprehensive Compensation Management system.
1. To attract talent.
2. To retain talent.
3. To motivate employees.
4. To ensure internal and external equity.
5. To be a purely administrative function unrelated to strategy.

Which of the above statements are correct?
(A) 1, 2 and 5 only
(B) 3, 4 and 5 only
(C) 1, 2, 3 and 4 only
(D) 1, 3 and 5 only

234. The 'maintenance' stage of a career is typically characterized by:
(A) Exploring different occupational possibilities.
(B) Striving to get established and advance in one's chosen field.
(C) A period of rapid learning and skill acquisition.
(D) Holding onto one's accomplishments and preparing for retirement.

235. The 'gig economy' presents a challenge to traditional HRM because:
(A) It simplifies payroll and benefits administration.
(B) It requires managing non-traditional and freelance workforces.
(C) All gig workers require extensive training and development.
(D) It reduces the need for any form of recruitment.

236. The process of integrating HRM strategy with the overall business strategy is known as:
(A) Personnel Management
(B) Operational HRM
(C) Strategic Human Resource Management (SHRM)
(D) Human Resource Development

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237. Read the following statements regarding job design and choose the correct option.
Statement I : Job enrichment vertically loads the job by adding more responsibility and autonomy.
Statement II : Job enlargement horizontally loads the job by adding more tasks of a similar nature.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

238. A 'panel interview' involves:
(A) The candidate being interviewed by a group of interviewers at the same time.
(B) A single interviewer asking a series of rapid-fire questions.
(C) A series of interviews with different people one after another.
(D) An interview conducted over a video conferencing platform.

239. The evaluation of training at the 'Behavior' level (Kirkpatrick's model) aims to measure:
(A) Whether the trainees liked the training program.
(B) The extent to which trainees apply what

they learned back on the job.
(C) What facts and skills the trainees learned during the program.
(D) The final impact of the training on business results like sales or costs.

240. Given below are two statements: one is labeled as Assertion (A) and the other is labeled as Reason (R).
Assertion (A) : A lead-the-market compensation strategy can help an organization attract and retain top talent.
Reason (R) : High pay makes firms attractive and lowers employee turnover.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

241. A 'cafeteria' or flexible benefit plan is an example of which new trend in HRM?
(A) A move towards greater employee choice and customization.
(B) A move towards standardization and a one-size-fits-all approach.
(C) The use of artificial intelligence in benefits administration.
(D) A focus on Green HRM initiatives.

242. The primary responsibility for the 'Managing Career' function lies with:
(A) The HR department alone.
(B) The top management team alone.
(C) A shared responsibility between the individual employee, the manager, and the organization.
(D) An external career counseling agency.

243. The conceptual framework of HRM includes all of the following EXCEPT:
(A) Human Resource Planning
(B) Recruitment and Selection
(C) Performance Management
(D) Product pricing and marketing strategy

244. A company forecasts a shortage of 50 software developers in the next year. This finding is the result of which step in HRP?
(A) Demand forecasting
(B) Supply forecasting
(C) Gap analysis
(D) Action planning

245. Which of the following is the most important outcome of a good job analysis program?
(A) It helps in writing a very long and detailed report.
(B) It sets the foundation for most other HR functions.
(C) It ensures that the company can hire people at the lowest possible wage.
(D) It completes a mandatory bureaucratic step.

246. The final decision to hire a candidate should ideally be made by:
(A) The HR manager alone.
(B) The candidate's potential team members.
(C) An external recruitment agency.
(D) The line manager or supervisor of the vacant position.

247. The most important objective of an induction program is to:
(A) Facilitate the smooth integration of the new employee into the organization.
(B) Complete hiring paperwork.
(C) Test the employee's skills under pressure.
(D) Assign the first performance review.

248. A performance appraisal system that is characterized by a continuous dialogue between manager and employee, rather than a single annual event, is part of a larger system of:
(A) Job Evaluation
(B) Compensation Management
(C) Performance Management
(D) Recruitment

249. The rise of HR analytics as an emerging HRM concept signifies a shift towards:
(A) A more data-driven and evidence-based approach to people management.
(B) A more intuitive, gut-feel approach to people management.
(C) A reduction in the use of technology in HR.
(D) Focusing solely on the administrative tasks of HRM.

250. Which of the following best describes the HRM function of 'Placement'?

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(A) The process of assigning a selected candidate to a suitable job.
(B) The process of advertising a job vacancy.
(C) The process of interviewing candidates.
(D) The process of introducing a new employee to the company.

Direction : Please read the following source carefully.

The conceptual framework of Human Resource Management (HRM) represents a significant evolution from the traditional administrative and clerical functions of personnel management. Unlike its predecessor, which was often reactive and focused on maintaining employee records and ensuring compliance, modern HRM is proactive, strategic, and deeply integrated with the overall business objectives. It views employees not as mere costs but as valuable assets or human capital, whose effective management is critical for achieving a sustainable competitive advantage. This strategic perspective implies that all HRM functions—from planning and recruitment to compensation and career management—are designed and implemented in alignment with the organization's strategic goals. The framework emphasizes a holistic approach, considering the interplay between various HRM practices and their cumulative impact on organizational performance. Central to this framework is the belief that a well-managed workforce, characterized by high commitment, competence, and motivation, is the primary driver of innovation, productivity, and customer satisfaction. Therefore, the HRM function itself is elevated from a support role to a strategic partner, actively participating in the formulation and execution of corporate strategy.

Based on the above source, attempt the following five questions.

251. According to the conceptual framework of HRM described, what is the primary distinction between modern HRM and traditional personnel management?
(A) HRM focuses on administrative tasks, while personnel management is strategic.
(B) HRM is proactive and strategic, whereas personnel management was primarily reactive and administrative.
(C) HRM and personnel management are synonymous terms for the same set of functions.
(D) Personnel management views employees as assets, while HRM views them as costs.

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252. The passage suggests that viewing employees as "human capital" leads to which organizational outcome?
(A) The achievement of a sustainable competitive advantage through effective workforce management.
(B) An increase in administrative and clerical tasks for the HR department.
(C) A focus on minimizing employee-related costs to increase profits.
(D) The separation of HR functions from the overall business strategy.

253. What does the term "holistic approach" in the context of the HRM framework imply?
(A) Focusing on a single HRM function, such as recruitment, in isolation.
(B) Prioritizing employee compliance over strategic alignment.
(C) Considering the combined and interactive effect of various HRM practices on performance.
(D) Separating HRM practices from the influence of corporate strategy.

254. Based on the passage, what is the role of the HRM function in an organization that has adopted a modern conceptual framework?
(A) A purely supportive function focused on maintaining records.
(B) A compliance-oriented department that operates independently of business goals.
(C) A cost-center primarily concerned with managing payroll and benefits.
(D) A strategic partner involved in formulating and executing corporate strategy.

255. The passage posits that a well-managed workforce directly contributes to which of the following?
(A) Decreased need for strategic planning.
(B) A reduction in the scope of HRM functions.
(C) Increased innovation, productivity, and customer satisfaction.
(D) A shift back towards traditional personnel management.

Direction : Please read the following source carefully.

Human Resource Planning (HRP) is a systematic and continuous process integral to the strategic management of an organization. Its primary objective is to ensure that the organization has the right number of people, with the right skills, in the right places, at the right time. The process begins with a thorough analysis of the organization's strategic goals and objectives, from which future human resource needs are derived. This involves two critical forecasting activities: forecasting the demand for labor and forecasting the supply of labor. Demand forecasting estimates the future workforce requirements in terms of numbers and competencies, considering factors like business expansion, technological changes, and production plans. Supply forecasting, conversely, assesses the availability of human resources, both internally (through analysis of current employee skills, potential promotions, and turnover rates) and externally (by examining the labor market). A crucial step in HRP is the reconciliation of these two forecasts to identify potential gaps or surpluses. Based on this gap analysis, the organization can develop action plans, such as recruitment, training, or downsizing strategies, to ensure a balanced and capable workforce that can effectively execute the business strategy.

Based on the above source, attempt the following five questions.

256. What is the fundamental purpose of Human Resource Planning as described in the passage?
(A) To solely focus on reducing employee turnover rates within the organization.
(B) To align the organization's workforce with its strategic objectives in terms of quantity and quality.
(C) To conduct annual performance appraisals for all employees.
(D) To exclusively manage external recruitment and hiring processes.

257. According to the text, HRP involves a gap analysis between which two components?
(A) Employee performance and employee compensation.
(B) The organization's past performance and its future goals.
(C) The skills of new hires and the skills of retiring employees.
(D) The forecast of labor demand and the forecast of labor supply.

258. Which of the following would be considered a part of internal supply forecasting in HRP?
(A) Analyzing the organization's current employee skills and potential for promotion.
(B) Examining the unemployment rate in the external labor market.
(C) Predicting customer demand for new products.
(D) Assessing technological changes in the industry.

259. The passage suggests that action plans such as recruitment, training, or downsizing are developed as a direct result of what?
(A) The initial setting of the organization's strategic goals.
(B) The process of demand forecasting alone.
(C) The identification of a gap or surplus between labor demand and supply.
(D) The analysis of the external labor market exclusively.

260. Based on the passage, what is the starting point for the Human Resource Planning process?
(A) Analyzing the organization's strategic goals and objectives.
(B) Forecasting the external labor supply.
(C) Reconciling the demand and supply of labor.
(D) Developing action plans for recruitment.

Direction : Please read the following source carefully.

Job Analysis is a foundational activity in Human Resource Management, serving as a systematic process for gathering, examining, and interpreting data about a specific job. Its primary purpose is to define the duties, responsibilities, skills, and knowledge required to perform a job effectively. The process culminates in two essential documents: the Job Description and the Job Specification. A Job Description is a written narrative that outlines the tasks, duties, and responsibilities (TDRs) associated with a particular position. It details what the job entails, how it is done, under what conditions it is performed, and the job's relationship to other positions within the

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organization. It essentially provides a profile of the job itself. In contrast, the Job Specification focuses on the human qualifications necessary to perform the job. It delineates the minimum acceptable knowledge, skills, abilities, and other characteristics (KSAOs) that an individual must possess to be a successful incumbent. While the Job Description describes the 'what' of the job, the Job Specification describes the 'who'—the ideal candidate profile. Together, these documents provide the essential information needed for virtually all other HRM functions, including recruitment, selection, performance appraisal, and compensation management.

Based on the above source, attempt the following five questions.

261. According to the passage, what is the fundamental difference between a Job Description and a Job Specification?
(A) A Job Description is for internal use, while a Job Specification is for external candidates.
(B) A Job Description focuses on compensation, while a Job Specification focuses on performance standards.
(C) A Job Description is a brief summary, while a Job Specification is a detailed narrative.
(D) A Job Description details the tasks of the job, whereas a Job Specification outlines the qualifications of the person.

262. The information derived from Job Analysis is described as foundational for other HRM functions. Which of the following best illustrates this?
(A) Using the Job Description to determine the company's overall strategic plan.
(B) Using the Job Specification's KSAOs to create criteria for selecting candidates.
(C) Using the Job Specification to calculate the company's annual revenue.
(D) Using the Job Description to design the office layout and infrastructure.

263. What does the acronym "TDRs" stand for in the context of a Job Description?
(A) Training, Development, and Responsibilities.
(B) Time, Dedication, and Results.
(C) Tasks, Duties, and Responsibilities.
(D) Technology, Duties, and Reports.

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264. The passage states that a Job Specification delineates the minimum acceptable "KSAOs". This refers to the:
(A) physical attributes of the workplace.
(B) reporting structure of the job.
(C) tasks and responsibilities of the job.
(D) human qualifications needed for the job.

265. If a manager needs to understand what a job entails and how it relates to other positions, which document should they consult?
(A) The Job Description.
(B) The Job Specification.
(C) The organizational chart exclusively.
(D) The employee handbook.

Direction : Please read the following source carefully.

The process of staffing an organization involves a logical sequence of activities, beginning with Recruitment and followed by Selection, Placement, and Induction. Recruitment is the process of generating a pool of qualified applicants for organizational jobs. It is a positive action, aimed at attracting a wide range of candidates from whom the most suitable can be chosen. The subsequent phase, Selection, is a negative or screening process. It involves choosing the best-suited individuals from the pool of applicants generated during recruitment. Various tools and techniques, such as interviews, tests, and background checks, are employed to assess the candidates' suitability against the criteria outlined in the job specification. Once a candidate is selected, the Placement stage occurs, where the individual is assigned to their specific job and position within the organization. This step is critical for ensuring a proper person-job fit. Finally, Induction, often referred to as orientation, is the process of introducing the new employee to the organization. It aims to familiarize the newcomer with the company's culture, policies, procedures, and their role, helping them to integrate smoothly into the workforce and become a productive member of the team as quickly as possible.

Based on the above source, attempt the following five questions.

266. Why is recruitment described as a "positive action" in the passage?

(A) Because it guarantees a job for every applicant.
(B) Because it aims to attract a large and diverse pool of applicants.
(C) Because it focuses on eliminating unqualified candidates.
(D) Because it is the final step in the hiring process.

267. In contrast to recruitment, why is selection considered a "negative process"?
(A) It creates a negative experience for all candidates.
(B) It involves choosing the best-suited candidates by screening out the unsuitable ones.
(C) It focuses on the negative attributes of the applicants.
(D) It is a process that leads to employee dissatisfaction.

268. According to the text, what is the correct sequence of activities in the staffing process?
(A) Recruitment, Selection, Placement, Induction.
(B) Selection, Recruitment, Placement, Induction.
(C) Induction, Recruitment, Selection, Placement.
(D) Recruitment, Placement, Selection, Induction.

269. The primary goal of the Induction process is to:
(A) test the technical skills of the new employee.
(B) negotiate the salary and benefits package.
(C) help the new employee integrate into the organization's culture and procedures.
(D) assign the new employee to a specific job position.

270. What is the main purpose of the Placement stage in the staffing process?
(A) To generate a pool of qualified applicants.
(B) To introduce the new employee to the company culture.
(C) To screen out unsuitable candidates from the applicant pool.
(D) To assign the selected individual to a specific job and position.

Direction : Please read the following source carefully.

Training and Development are two distinct but interconnected HRM functions aimed at enhancing the capabilities of an organization's workforce. Training is a short-term, task-oriented process focused on improving an employee's current job performance. It provides specific, demonstrable knowledge and skills required to perform their immediate roles more effectively and efficiently. The primary objective of training is to bridge the gap between an employee's current skill set and the requirements of their present job. It is often remedial and reactive, addressing identified performance deficiencies. In contrast, Development is a long-term, career-oriented process that focuses on the overall growth of the individual. It is proactive and aims to prepare employees for future responsibilities, roles, and challenges within the organization. Development is not limited to job-specific skills but encompasses a broader range of competencies, including conceptual, analytical, and human skills. While training benefits the organization by improving immediate productivity, development is an investment in human capital that ensures a pipeline of capable leaders and specialists, supporting long-term succession planning and organizational adaptability. Both are crucial for fostering a culture of continuous learning and maintaining a competitive edge.

Based on the above source, attempt the following five questions.

271. What is the primary difference between Training and Development as described in the passage?
(A) Training is long-term and career-oriented, while development is short-term and task-oriented.
(B) Training focuses on future roles, while development addresses current performance deficiencies.
(C) Training is task-oriented for current jobs, whereas development is career-oriented for future roles.
(D) Training is for managers, while development is for non-managerial employees.

272. According to the text, the main objective of training is to:
(A) prepare employees for long-term career advancement.

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(B) address the gap between an employee's current skills and present job requirements.
(C) develop conceptual and analytical skills for future leadership roles.
(D) ensure a pipeline of capable leaders for succession planning.

273. Which statement accurately reflects the nature of Development?
(A) It is a reactive process focused on correcting immediate skill deficiencies.
(B) It is strictly limited to job-specific technical skills.
(C) It primarily benefits the employee's current job performance only.
(D) It is a proactive process aimed at preparing employees for future challenges.

274. The passage suggests that development is an investment in human capital that supports which strategic HR activity?
(A) Long-term succession planning.
(B) Initial recruitment of entry-level staff.
(C) Short-term performance appraisal.
(D) Daily operational task management.

275. Based on the passage, which activity would be classified as Training rather than Development?
(A) A workshop on strategic thinking for mid-level managers.
(B) A mentorship program to prepare an employee for a future leadership position.
(C) A course on how to operate a new software being implemented in a department.
(D) A university MBA program sponsored by the company for a high-potential employee.

Direction : Please read the following source carefully.

Performance Management is a comprehensive and continuous process that aims to align employee activities and outcomes with the organization's strategic objectives. It is fundamentally different from traditional Performance Appraisal, which is often a discrete, annual event focused on retrospective evaluation and judgment. Performance Management, by contrast, is a holistic cycle that involves planning work and setting expectations, continually monitoring performance, developing the capacity to perform, periodically rating performance in a summary fashion, and rewarding good performance. This continuous nature ensures that performance issues are addressed proactively as they arise, rather than being saved for a year-end review. It fosters an ongoing dialogue between managers and employees, creating a culture of open communication and continuous improvement. The ultimate goal of a robust performance management system is not merely to evaluate past performance but to enhance future performance, thereby driving individual, team, and organizational effectiveness. It serves as a critical link between individual employee contributions and the achievement of the organization's broader strategic goals, making it a pivotal element of strategic HRM.

Based on the above source, attempt the following five questions.

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276. What is the key characteristic that distinguishes Performance Management from traditional Performance Appraisal?
(A) Performance Management is a continuous, holistic cycle, while appraisal is often a retrospective annual event.
(B) Performance Management is a discrete, annual event, while appraisal is a continuous process.
(C) Performance Management focuses only on rewarding good performance, while appraisal focuses on planning work.
(D) Performance Management is only for senior executives, while appraisal is for all employees.

277. According to the passage, the performance management cycle includes which of the following activities?
(A) Only conducting an annual review of an employee's work.
(B) Focusing exclusively on rating past performance for salary decisions.
(C) Primarily disciplining employees for poor performance.
(D) Setting expectations, monitoring performance, developing capacity, and rewarding performance.

278. The passage suggests that the ultimate goal of a robust performance management system is to:
(A) merely evaluate and document past

employee failures.
(B) enhance future performance to drive overall organizational effectiveness.
(C) create a formal record for potential legal proceedings.
(D) replace the need for managers to communicate with their employees.

279. How does performance management contribute to strategic HRM?
(A) By focusing solely on administrative HR tasks.
(B) By operating independently of the organization's overall business strategy.
(C) By linking individual employee contributions to the organization's strategic goals.
(D) By reducing the need for setting clear organizational objectives.

280. A key benefit of the continuous nature of Performance Management is that it:
(A) allows managers to save all feedback for a single annual meeting.
(B) eliminates the need to develop employees' skills and capacities.
(C) makes the performance rating process more subjective and less structured.
(D) fosters ongoing dialogue and allows for proactive problem-solving.

Direction : Please read the following source carefully.

Compensation Management is a strategic function that involves designing and implementing a total rewards package. A cornerstone of this system is Job Evaluation, a systematic process used to determine the relative worth or value of different jobs within an organization. Unlike performance appraisal, which assesses the employee, job evaluation assesses the job itself. It uses criteria such as skill, effort, responsibility, and working conditions to establish an internal hierarchy of jobs. This hierarchy forms the basis for creating a rational, defensible, and equitable pay structure. Once the relative worth of jobs is established, Compensation Management takes over to design the actual pay system. This includes determining pay levels, designing pay structures (like pay grades and ranges), and deciding on the mix of direct financial compensation (salary, wages) and indirect compensation (benefits). The goal is to create a compensation system that is internally equitable, ensuring that jobs of greater value are compensated more highly than jobs of lesser value. It also aims for external competitiveness, aligning pay levels with the market to attract and retain talent. Thus, job evaluation provides the internal logic, while market data provides the external context for a comprehensive compensation strategy.

Based on the above source, attempt the following five questions.

281. What is the primary function of Job Evaluation in the context of Compensation Management?
(A) To determine the relative worth of a job within the organization.
(B) To appraise the performance of the employee holding the job.
(C) To set the overall budget for the HR department.
(D) To recruit new employees for vacant positions.

282. The passage highlights a key distinction between Job Evaluation and Performance Appraisal. What is it?
(A) Job evaluation is subjective, while performance appraisal is objective.
(B) Job evaluation assesses the job, while performance appraisal assesses the employee.
(C) Job evaluation is used for external hiring, while performance appraisal is for internal promotions.
(D) Job evaluation determines salary, while performance appraisal determines benefits.

283. According to the text, a rational and equitable pay structure is primarily based on what?
(A) The employee's tenure and seniority in the company.
(B) The internal hierarchy of jobs established through job evaluation.
(C) The external market rates, irrespective of internal job value.
(D) The profitability of the specific department the job belongs to.

284. How does Compensation Management ensure "internal equity"?

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(A) By ensuring that jobs of greater value are compensated more highly.
(B) By paying every employee the exact same salary.
(C) By matching every employee's salary to the highest competitor's salary.
(D) By basing pay solely on an employee's educational qualifications.

285. The passage suggests that a comprehensive compensation strategy is a balance between which two factors?
(A) Employee satisfaction and management satisfaction.
(B) Past performance and future potential.
(C) Internal job worth and external market competitiveness.
(D) Direct financial costs and indirect administrative costs.

Direction : Please read the following source carefully.

Within the broader framework of compensation management, Employee Benefits and Incentives represent two distinct components of a total rewards strategy, each serving a different purpose. Benefits are a form of indirect, non-cash compensation provided to employees in addition to their regular salary or wages. Common examples include health insurance, retirement plans, paid time off, and life insurance. These are typically offered to all eligible employees regardless of individual performance and are designed to enhance employee security and well-being. Their primary purpose is to attract and retain employees by creating an attractive overall employment package. In contrast, Incentives are a form of direct, variable compensation designed to motivate employees and reward specific performance outcomes. Unlike benefits, incentives are not guaranteed; they are contingent upon the achievement of pre-determined individual, team, or organizational goals. Examples include bonuses, profit-sharing, stock options, and sales commissions. While benefits provide a stable foundation of security, incentives introduce a performance-contingent element to compensation, directly linking an employee's or group's effort and results to their financial rewards. A well-designed system effectively balances the security offered by benefits with the motivational drive fostered by incentives.

Based on the above source, attempt the following five questions.

286. What is the fundamental difference between employee benefits and incentives as described in the passage?
(A) Benefits are direct compensation, while incentives are indirect.
(B) Benefits are performance-contingent, while incentives are guaranteed for all employees.
(C) Benefits are for senior managers, while incentives are for junior employees.
(D) Benefits are indirect compensation for security, while incentives are direct rewards for performance.

287. According to the text, the primary purpose of providing employee benefits is to:
(A) directly reward specific performance outcomes.
(B) link an employee's effort to their financial reward.
(C) attract and retain employees by enhancing their security and well-being.
(D) create competition among employees to achieve sales targets.

288. Which of the following is an example of an incentive, based on the description in the passage?
(A) A company-sponsored health insurance plan.
(B) A bonus awarded for achieving a specific project goal.
(C) Paid time off for holidays.
(D) A retirement savings plan.

289. The passage states that incentives are "variable" and "contingent." What does this imply?
(A) The value of the incentive is always fixed and guaranteed.
(B) The incentive is received by all employees automatically.
(C) The incentive is a non-cash reward, like a certificate of appreciation.
(D) The receipt and amount of the incentive depend on achieving specific goals.

290. How do benefits and incentives work together in a total rewards strategy?

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(A) By balancing the security of benefits with the motivational drive of incentives.
(B) By replacing the need for a regular salary.
(C) By focusing exclusively on rewarding top performers.
(D) By creating a conflict between employee security and motivation.

Direction : Please read the following source carefully.

Managing Career is a critical HRM function that involves the integration of individual career planning with the organization's strategic needs. It is a dual-perspective process, encompassing both the employee's personal aspirations for growth (career planning) and the organization's need for a future supply of talent (career management). From the organizational standpoint, career management involves creating structured career paths, developing succession plans, and providing developmental opportunities to ensure a continuous pipeline of skilled and experienced employees ready to fill key roles. This proactive approach helps the organization retain valuable talent, improve employee morale and engagement, and ensure leadership continuity. From the individual's perspective, career planning is the process of setting career goals and identifying the means to achieve them. A supportive organization facilitates this by offering tools for self-assessment, career counseling, mentorship programs, and access to training and development. The alignment of these two perspectives is crucial. When an organization's career management systems support individual career planning, it creates a symbiotic relationship where employees feel valued and see a future for themselves, and the organization secures the human capital it needs to achieve its long-term objectives.

Based on the above source, attempt the following five questions.

291. According to the passage, "Managing Career" is described as a dual-perspective process involving which two components?
(A) Recruitment and selection.
(B) Compensation and benefits.
(C) Individual career planning and organizational career management.
(D) Performance appraisal and job evaluation.

292. From the organization's perspective, what is a key objective of career management?
(A) To ensure a future supply of talent through career paths and succession planning.
(B) To limit employee growth to their current roles.
(C) To encourage high-performing employees to seek opportunities elsewhere.
(D) To focus solely on the short-term needs of the organization.

293. Which of the following is an example of an organization facilitating an individual's career planning?
(A) Restricting access to training programs.
(B) Discouraging employees from setting long-term goals.
(C) Implementing a rigid, unchangeable job structure.
(D) Offering career counseling and mentorship programs.

294. The passage suggests that a successful alignment of individual and organizational career perspectives leads to:
(A) increased employee turnover and lower morale.
(B) a symbiotic relationship beneficial to both the employee and the organization.
(C) a focus only on the organization's needs, ignoring employee aspirations.
(D) the elimination of the need for succession planning.

295. The term "career path" in the context of organizational career management refers to:
(A) an individual employee's personal life goals.
(B) a random series of promotions and demotions.
(C) a structured sequence of jobs that an employee can move through in an organization.
(D) the daily commute route taken by an employee.

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Direction : Please read the following source carefully.

The field of Human Resource Management (HRM) is continuously evolving in response to the dynamic and often turbulent changing environment of business. Contemporary

challenges are reshaping traditional HRM practices and giving rise to new and emerging concepts. Globalization, for instance, requires HRM to manage culturally diverse workforces and navigate complex international labor laws. Rapid technological advancements, particularly in automation and artificial intelligence, are not only changing the nature of jobs but also transforming how HR functions are delivered, with a shift towards data-driven decision-making (HR analytics) and digital HR platforms. Furthermore, demographic shifts, such as an aging workforce and the entry of new generations with different work expectations, demand more flexible and individualized approaches to engagement and retention. In response to these pressures, the concept of Strategic HRM (SHRM) has gained prominence. SHRM involves aligning human resource practices and policies with the strategic objectives of the organization to gain a competitive advantage. This represents a fundamental shift from a purely administrative role to one of a strategic partner, where HRM is integral to formulating and implementing business strategy in a challenging and ever-changing global context.

Based on the above source, attempt the following five questions.

296. According to the passage, what is a primary driver of the evolution in Human Resource Management?
(A) A desire to return to traditional administrative practices.
(B) A stable and predictable business environment.
(C) A reduction in the diversity of the workforce.
(D) The changing external environment, including globalization and technology.

297. How has rapid technological advancement impacted HRM, as mentioned in the text?
(A) It has led to a shift towards HR analytics and digital HR platforms.
(B) It has decreased the importance of data in HR decision-making.
(C) It has made the management of HR functions simpler and less complex.
(D) It has eliminated the need for human oversight in HR processes.

298. The passage identifies managing culturally diverse workforces as a challenge stemming from which environmental factor?
(A) Demographic shifts.
(B) Globalization.
(C) Automation.
(D) An aging workforce.

299. What is the central idea of the emerging concept of Strategic HRM (SHRM)?
(A) Separating HR policies from the overall business strategy.
(B) Aligning HR practices with the organization's strategic goals for competitive advantage.
(C) Focusing solely on the administrative and compliance functions of HR.
(D) Resisting changes brought about by technology and globalization.

300. The rise of SHRM signifies a fundamental shift in the role of the HR function, from:
(A) a reactive function to a more proactive, integrated partner.
(B) a strategic partner to a purely administrative role.
(C) an integral part of the business to a peripheral support function.
(D) an operational focus to a transactional focus.

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ANSWERS

1. (B) A strategic method for managing the organization's human assets.
Human Resource Management represents a sophisticated organizational philosophy that views employees as strategic assets rather than mere costs or administrative units. This approach integrates people management with overall business strategy to ensure that human capital contributes effectively to long-term objectives. By focusing on the strategic alignment of workforce capabilities and organizational needs, this framework enhances overall performance through systematic acquisition, development, and retention of talent.

2. (A) To predict future personnel needs using historical business data.
Trend analysis serves as a quantitative forecasting technique within the broader scope of human resource planning. This method utilizes past organizational data and historical business metrics to project future workforce requirements accurately. By identifying recurring patterns in staffing levels over several years, managers can anticipate upcoming labor demands. This proactive approach allows organizations to prepare for fluctuations in personnel needs and ensures alignment with strategic goals.

3. (C) It is a written statement of the tasks, duties, and responsibilities of a job.
A job description functions as a formal document that clarifies the specific expectations and structural requirements of a particular role. It details the essential tasks, primary duties, and core responsibilities associated with the position to provide clarity for both management and employees. By accurately defining the scope of work and reporting relationships, it serves as a foundational tool for recruitment, performance evaluation, and organizational design.

4. (D) Recruitment
Recruitment involves a series of strategic activities designed to attract a diverse pool of qualified candidates for vacant positions. This phase is considered a positive process because it focuses on encouraging potential applicants to submit their credentials for consideration. By effectively communicating the organizational value proposition and specific job requirements, this function ensures that the subsequent selection phase has a sufficient number of high-quality candidates.

5. (C) Determining the final selection and placement.
The selection process involves several rigorous stages designed to filter candidates and identify the best individual for a role. Once all assessments, interviews, and background checks are complete, the organization reaches the definitive phase of making a formal job offer. This final step involves determining the specific placement and confirming the employment relationship, which concludes the transition from an applicant to a new organizational member.

6. (B) It is primarily concerned with introducing the new employee to the organization.
Placement is specifically concerned with the technical alignment between a candidate's verified qualifications and the technical requirements of a particular job. While induction focuses on the social and cultural integration of new hires into the workplace environment, placement ensures that the individual is assigned to a role where their skills are utilized effectively. Correct assignment leads to improved operational efficiency and higher levels of employee commitment.

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(D) Statement I is false, but Statement II is true.
Induction is not merely a single event on the first day but rather an ongoing process that facilitates long-term integration. Its primary objective is to familiarize new employees with the organizational culture, values, and social norms. While the first day is significant, effective orientation continues until the individual feels fully adjusted. This process is essential for reducing initial anxiety and fostering a sense of belonging.

8. (A) Identifying training needs.

Designing an effective training program must begin with a comprehensive needs assessment to identify specific performance gaps. This initial step ensures that the training interventions are relevant and address actual organizational or individual requirements. Without this analysis, resources might be wasted on programs that do not solve existing problems. Once needs are clearly defined, objectives can be set and appropriate methods and budgets can be established.

9. (C) Forced Distribution Method
The forced distribution method is a performance appraisal technique that requires evaluators to group employees into pre-defined percentage categories. This system typically follows a normal distribution or bell curve, identifying a specific proportion of high, average, and low performers. By preventing raters from giving everyone a high score, it helps organizations identify top talent and address underperformance. It is often used to facilitate merit-based compensation decisions.

10. (A) Ranking Method
The ranking method of job evaluation is categorized as a non-quantitative approach because it does not utilize numerical points or specific compensable factors. Instead, it involves comparing entire job roles against one another to establish a general hierarchy based on their relative importance or overall worth. While this method is simple to implement and understand, it lacks the detailed analytical precision found in quantitative systems.

11. (D) Compensation Management
Compensation management encompasses the design and implementation of all financial and non-financial rewards provided to employees in exchange for their labor. This function ensures that the pay structure is fair, competitive, and aligned with organizational objectives. It includes base salaries, various incentives, and diverse benefit packages. Effective management in this area is critical for attracting top talent, motivating current staff, and maintaining internal and external equity.

12. (B) Profit-sharing
Non-monetary incentives focus on psychological and social rewards rather than direct financial payments to motivate employees. While job enrichment, recognition programs, and flexible hours enhance the work experience and employee satisfaction, profit-sharing involves the distribution of a portion of company earnings directly to staff. Because profit-sharing results in a cash payout or financial gain, it is classified as a monetary incentive rather than a non-monetary reward.

13. (C) Career Planning
Career planning is an individual-centric process that involves self-assessment to identify personal strengths, weaknesses, and professional interests. Through this systematic approach, employees establish specific long-term career objectives and determine the necessary training or experiences required to reach those milestones. While organizations may provide support through counseling and development opportunities, the primary responsibility for navigating this developmental journey and making informed career choices rests with the individual.

14. (D) Technological changes
The integration of artificial intelligence into HR functions represents a significant shift in how organizations manage their human capital. Utilizing chatbots for interviews and automated systems for resume screening demonstrates the impact of digital innovation on traditional administrative tasks. These technological advancements streamline the recruitment process, reduce manual labor, and improve data processing efficiency. This evolution highlights the necessity for HR professionals to adapt to modern tools.

15. (A) HR Analytics
HR analytics involves the systematic application of data mining and statistical modeling techniques to manage human capital effectively. By analyzing employee data, organizations can predict trends such as turnover, identify high-potential talent, and make more informed decisions regarding workforce planning. This evidence-based approach moves HR beyond intuitive decision-making toward objective analysis. It enables the function to demonstrate its direct impact on organizational performance through measurable metrics.

16. (C) 1 and 4 only

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Human Resource Management is a comprehensive function that involves the strategic acquisition, development, and maintenance of an organization's workforce. Unlike traditional personnel management, it is deeply integrated with the overall business strategy rather than operating in isolation. This framework recognizes employees as valuable resources whose performance is essential for achieving organizational goals. Consequently, its primary objective is to align human capital capabilities with the realization of the mission.

17. (B) Demand forecasting
Demand forecasting is a critical component of human resource planning that involves estimating the future quantity and quality of people required. When a company anticipates the need for additional sales staff due to a product launch, it is projecting its future labor requirements based on business expansion. This process ensures the organization can fulfill its operational objectives by having the necessary talent available at the correct time.

18. (A) The Job Description and Job Specification.
Job analysis is a systematic process used to collect detailed information about the duties and requirements of specific roles. The primary outputs of this analysis are the job description and the job specification. The description outlines the tasks and responsibilities of the role, while the specification details the human qualifications and skills needed. Together, these documents provide the essential foundation for recruitment, selection, and performance management activities.

19. (C) Promotions
Internal recruitment sources involve filling vacancies using the existing workforce within the organization. Promotions are a primary example of this approach, where current employees are moved to higher-level positions based on their performance and potential. This method boosts employee morale, reduces orientation time, and is generally more cost-effective than external hiring. In contrast, campus placements, newspaper advertisements, and employment agencies focus on attracting new talent from outside.

20. (A) 1, 2, 3, 4
The systematic process of human resource planning begins with a thorough analysis of organizational strategy to understand future staffing needs. Following this initial step, managers forecast the demand and supply of labor to identify potential gaps. Action plans are then developed to address any predicted shortages or surpluses through recruitment or downsizing. Finally, the plan must be monitored and evaluated to ensure it remains effective and aligned with objectives.

21. (C) An aptitude test
An aptitude test is specifically designed to assess a candidate's innate potential or capacity to acquire new skills in the future. Unlike achievement tests, which measure existing knowledge or current proficiency, aptitude tests evaluate cognitive abilities and learning speed. These assessments are particularly useful for selecting individuals for roles that require significant training. They help organizations identify candidates who are most likely to succeed in developing specialized competencies.

22. (B) Induction
Induction is the formal process of welcoming new employees and integrating them into the organizational social and professional environment. When a hire feels isolated or confused about company policies, it suggests that the orientation process was either absent or ineffective. A successful induction program provides essential information about company culture and specific role expectations. This reduces initial reality shock, helps build professional relationships, and ensures a smoother transition.

23. (C) Both Statement I and Statement II are incorrect.
Training is primarily focused on improving an individual's skills and performance in their current job through short-term, task-oriented learning. In contrast, development is a broader, long-term process aimed at enhancing the employee's overall growth and preparing them for future responsibilities. The provided statements reversed these definitions, as training targets immediate proficiency while development focuses on future potential and

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professional maturity across various roles within the organization.

24. (A) Both A and R are true and R is the correct explanation of A.
The 360-degree feedback method offers a holistic assessment of an employee's performance by gathering data from various stakeholders. By including perspectives from supervisors, peers, and subordinates, the organization gains a balanced view that reduces individual rater bias. This multi-source approach highlights strengths and developmental needs that might be overlooked in a traditional top-down appraisal. Therefore, the reason provided directly explains why this method achieves a comprehensive evaluation.

25. (C) Job Evaluation
Job evaluation is a systematic process used to determine the relative worth of different positions within an organization. By assessing jobs based on factors such as skill requirements, effort, and responsibility, the company can establish a fair and logical pay hierarchy. This process is essential for maintaining internal equity, ensuring that roles with similar levels of complexity receive comparable compensation. It forms the foundation for a structured and equitable salary system.

26. (A) Dearness Allowance - A payment to encourage innovation
Dearness allowance is a specific component of compensation designed to offset the impact of inflation and rising living costs. It is not an incentive used to encourage innovation or high performance. In contrast, basic salary represents the fixed regular payment for work, bonuses are performance-linked variables, and perquisites are non-monetary benefits like company vehicles. Understanding these distinctions is vital for designing a compensation package that ensures both security and motivation.

27. (D) Employee Benefits
Social security contributions like provident funds and gratuity payments are classified as employee benefits. These are non-wage compensations provided to employees to ensure their long-term financial security and well-being. Unlike base salary, which is paid for work performed, or incentives, which reward specific performance targets, these benefits are often legally mandated or part of a comprehensive welfare package. They play a significant role in enhancing employee loyalty and organizational commitment.

28. (B) Career
A career represents the continuous and evolving sequence of work-related experiences and activities that an individual engages in throughout their entire life. It is a broader concept than a specific job or position, reflecting personal growth, skill acquisition, and professional identity over time. While a job is a specific task or role, a career encompasses the subjective perceptions and objective achievements of an individual's professional journey across different organizations and occupations.

29. (A) P-2, Q-1, R-4, S-3
Globalization requires managing international assignments and cross-cultural training to handle diverse environments effectively. Workforce diversity necessitates inclusive policies for multicultural teams to foster a productive workplace. Technological advancement demands reskilling programs so employees can adapt to automation and new digital tools efficiently. Finally, ethical issues in modern HR involve ensuring fairness in AI-driven recruitment and protecting data privacy. These connections illustrate how contemporary challenges directly influence human resource management strategies.

30. (D) A labor market defined by short-term contracts and freelance work.
The gig economy refers to a contemporary labor market trend characterized by the prevalence of short-term contracts, independent contracting, and freelance assignments. Instead of traditional long-term employment relationships, organizations hire workers for specific projects or periods. This shift provides flexibility for both employers and workers but challenges traditional HR functions like benefits administration and employee engagement. It represents a significant departure from standard career paths and requires new management strategies.

31. (A) Maintenance function

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The maintenance function of HRM focuses on retaining a productive workforce and ensuring their long-term effectiveness. This involves implementing strategies related to employee health, safety, welfare, and industrial relations to keep staff satisfied and committed. While acquisition deals with hiring and development with skill-building, maintenance ensures that the organization protects its human capital investment. By fostering a positive work environment, this function reduces turnover and maintains high levels of employee performance.

32. (B) An assessment of the skills possessed by the current workforce.
A skills inventory is a comprehensive record of the existing knowledge, abilities, and experiences found within an organization's current employees. It serves as an internal database that helps managers identify talent for new projects, promotions, or transfers. By assessing the current skill level, human resource planning can more accurately determine where training is needed or where external recruitment is necessary to address gaps between current capabilities and future requirements.

33. (B) Job Description focuses on the job, while Job Specification focuses on the person.
A job description details the specific tasks, duties, and responsibilities associated with a role, focusing entirely on the requirements of the work itself. Conversely, a job specification outlines the human traits, educational qualifications, and skills required for an individual to perform those tasks successfully. While the description defines what needs to be done, the specification defines who is qualified to do it, making both documents essential for effective recruitment and selection.

34. (A) Hiring employees from competing firms
Poaching or raiding describes the practice where an organization actively recruits high-performing employees from its direct competitors. This strategy allows a company to acquire experienced talent with proven skills quickly, often by offering higher compensation or better benefits. While it can provide an immediate competitive advantage, it is sometimes viewed as ethically controversial. This practice forces organizations to implement stronger retention strategies to protect their human capital from being targeted by rivals.

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35. (C) Work sample test
A work sample test is a high-fidelity selection method that requires candidates to complete actual tasks they would encounter on the job. By observing a candidate's performance in a controlled simulation of the role, employers can directly assess their technical proficiency and practical skills. This approach typically has high predictive validity because it measures the actual behavior required for success, rather than just theoretical knowledge or personality traits.

36. (C) 1, 2 and 4 only
A well-structured induction program aims to minimize the anxiety and reality shock often experienced by new hires during their transition. It serves to familiarize employees with the organizational culture, specific job duties, and internal policies. By creating a positive first impression, the program fosters a favorable attitude toward the company. However, it is not used for immediate performance appraisal for promotions or for negotiating compensation, which are separate HR processes.

37. (C) Simulated training conducted in a designated off-site facility.
Vestibule training is an off-the-job instructional method where trainees learn in a separate facility that replicates the actual work environment. By using the same equipment and procedures found on the job without the pressure of live production, employees can develop their skills safely and effectively. This method is particularly useful for roles involving complex machinery or high-risk tasks, as it minimizes the cost of errors and prevents operational disruptions.

38. (B) General impressions of a person influencing specific trait ratings.
The halo effect is a cognitive bias in performance appraisal where a rater's overall positive impression of an employee influences the evaluation of specific individual traits. If a manager perceives an employee as generally likable or exceptionally good at one task, they may mistakenly provide high ratings across all performance dimensions. This error undermines the accuracy and objectivity of the appraisal process, leading to a skewed representation of the employee's actual capabilities.

39. (D) It compares jobs against key factors using a monetary scale.
The factor comparison method is a sophisticated job evaluation technique that breaks roles down into compensable factors like skill, effort, and responsibility. It is considered complex because it involves comparing these factors across key benchmark jobs and assigning a specific monetary value to each component. Unlike simpler ranking or classification systems, this analytical approach provides a detailed quantitative basis for determining the relative financial worth of different positions within the organization.

40. (A) Wages use hourly/daily rates while salaries use fixed monthly rates.
Wages and salaries are both forms of financial compensation but differ in their calculation and payment frequency. Wages are typically associated with hourly or daily rates and are often paid to blue-collar or manual laborers based on actual time worked. Salaries represent a fixed, regular payment, usually calculated on a monthly or annual basis, and are common for professional or white-collar roles where compensation is not strictly tied to hours.

41. (C) Personalize their benefits by choosing from a provided menu.
The cafeteria approach to employee benefits is a flexible system that allows individuals to customize their compensation package according to their personal needs. Organizations provide a menu of various options, such as health insurance, retirement plans, or additional vacation time, and employees select the combination that provides them with the most value. This personalized approach increases employee satisfaction and engagement by recognizing that different workers have unique life circumstances and priorities.

42. (A) The initial establishment phase of professional development.
The establishment stage is a critical period in a professional career where individuals focus on securing their place within an organization and building a professional identity. During this phase, employees prioritize learning the nuances of their role, developing essential skills, and striving for initial advancements. It follows the exploration stage of trial and error and precedes the maintenance stage, representing a time of significant growth, high energy, and the demonstration of core competencies.

43. (D) Keeping traditional and rigid hierarchical company structures.
Contemporary human resource management is characterized by a move away from rigid, traditional hierarchies toward more flexible and collaborative organizational structures. Modern challenges include managing diverse workforces, adapting to rapid technological shifts, and ensuring high ethical standards. Maintaining old-fashioned, inflexible structures is seen as a barrier to agility and innovation rather than a current priority. Instead, HR must focus on fostering adaptability and flat communication channels to remain competitive in a dynamic market.

44. (A) Both A and R are true and R is the correct explanation of A.
Strategic alignment ensures that human resource planning is not an isolated administrative task but a core component of achieving business objectives. By linking workforce planning directly to the organization's strategic goals, management can accurately anticipate the skills and personnel required for success. This integration prevents talent shortages and ensures that recruitment and development efforts support the long-term vision. Therefore, the reason provided correctly justifies why strategic alignment is essential for organizational effectiveness.

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45. (C) Job Analysis
The Position Analysis Questionnaire is a highly structured job analysis tool that utilizes a standardized set of elements to describe various worker activities. By quantifying the different dimensions of a role, this instrument allows for an objective comparison between diverse jobs. It collects detailed data on work behaviors, environmental conditions, and job demands. This information is foundational for creating accurate job descriptions, designing fair compensation systems, and developing effective employee selection criteria.

46. (D) 1, 2, 3, and 4
Organizations utilize a diverse range of training and development methods to enhance employee capabilities and performance. On-the-job

training and job rotation provide practical, hands-on experience within the actual work environment. Complementing these, off-the-job methods such as lectures, seminars, and case studies offer theoretical knowledge and critical thinking opportunities in a controlled setting. A comprehensive development strategy often combines several of these approaches to address different learning styles and various professional requirements effectively.

47. (A) A test's ability to accurately predict actual job performance levels.
Validity is a crucial metric in the selection process, representing the extent to which a test or assessment accurately measures what it is intended to measure. In an employment context, a valid selection tool must demonstrate a clear correlation between an applicant's test scores and their subsequent performance on the job. High validity ensures that the organization is making hiring decisions based on criteria that truly matter for success, thereby improving overall organizational productivity.

48. (B) Orientation or Induction
Orientation, also known as induction, is a systematic formal process designed to introduce new employees to their new work environment. It provides essential information regarding the organization's mission, culture, policies, and specific job expectations. This phase is critical for helping new hires feel comfortable, reducing initial confusion, and clarifying how their role contributes to the broader goals. Effective orientation facilitates quicker integration and builds a foundation for long-term employee engagement and retention.

49. (B) Performance Management
Management by Objectives is a collaborative performance management technique where supervisors and employees work together to set specific, measurable goals. This method ensures that individual efforts are directly aligned with the broader strategic objectives of the organization. By focusing on quantifiable results and regular progress reviews, it fosters employee accountability and provides a clear basis for performance appraisal. It encourages a proactive approach to work and supports continuous professional development and organizational growth.

50. (A) 1, 2, 3, 4
The standard lifecycle of a new hire begins with recruitment, where the organization attracts a pool of potential candidates. This is followed by selection, where the most suitable individual is chosen through interviews and tests. Once hired, the employee undergoes induction to become familiar with the company culture and policies. Finally, specific training is provided to develop the skills necessary for their new role. This logical sequence ensures a systematic transition into the organization.

51. (C) Job Analysis
Job analysis is a fundamental human resource process that involves the systematic collection and evaluation of data regarding a specific job. It identifies the essential tasks, responsibilities, and working conditions associated with the role, as well as the human requirements needed for successful performance. The information gathered through this process is vital for creating job descriptions, developing selection criteria, and establishing fair compensation structures. It provides the empirical foundation for most other HRM functions.

52. (D) Fair pay perceptions among employees within the same firm.
Internal equity refers to the perceived fairness of the pay structure within an organization. It ensures that employees feel their compensation is appropriate relative to the duties and responsibilities of their roles compared to other positions in the same company. Achieving internal equity involves using job evaluation to establish a logical hierarchy of roles. When employees believe the internal pay system is fair, it leads to higher morale, increased motivation, and reduced workplace conflict.

53. (C) Identifying personal career goals and aspirations.
While organizations provide various tools and opportunities for professional growth, the primary responsibility for career planning remains with the individual employee. Individuals must proactively assess their own strengths, interests, and long-term aspirations

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to set clear career goals. By identifying their personal objectives, employees can better utilize the counseling, workshops, and promotional opportunities offered by the company. This self-driven approach ensures that professional development aligns with personal life goals and long-term career satisfaction.

54. (B) Transitioning from viewing staff as costs to viewing them as assets.
The evolution from personnel management to human resource management represents a significant shift in organizational philosophy. Traditional personnel management often viewed employees as administrative costs and focused on reactive compliance and record-keeping. In contrast, modern HRM treats the workforce as a strategic asset and a source of competitive advantage. This approach emphasizes proactive development, employee commitment, and the integration of HR practices with overall business strategy to maximize the value of human capital.

55. (D) A group process using expert opinions to reach a consensus.
The Delphi technique is a qualitative forecasting method used in human resource planning to estimate future labor demand. It involves gathering independent opinions from a panel of experts through multiple rounds of questionnaires. After each round, a summary of the experts' justifications is shared anonymously, allowing participants to revise their initial estimates. This iterative process continues until a consensus is reached, providing a well-considered forecast that benefits from collective expertise while avoiding groupthink.

56. (C) 1, 2 and 4 only
Recruitment serves multiple strategic purposes, primarily aimed at building a high-quality talent pool. It seeks to attract a large number of qualified individuals while simultaneously providing enough information to discourage unqualified candidates from applying. Furthermore, modern recruitment efforts focus on creating a diverse pool of applicants to foster an inclusive workplace. While it provides the candidates, the actual final selection of the best person occurs during the selection phase, which is a distinct, subsequent process.

57. (C) A behavioral interview
A behavioral interview is based on the principle that past behavior is the best predictor of future performance. In this type of in-depth conversation, interviewers ask candidates to provide specific examples of how they handled various situations in previous roles. By exploring the details of past actions and their results, employers can assess the candidate's actual competencies and decision-making styles. This structured approach provides more objective evidence of a candidate's suitability compared to hypothetical scenarios.

58. (A) Ensure a proper employee-job fit.
The primary goal of the placement function is to achieve an optimal match between an employee's identified skills and the specific requirements of a job. Effective placement ensures that the individual is assigned to a role where they can contribute most effectively and find professional satisfaction. While induction handles the social introduction and salary negotiation occurs earlier, placement focuses on the functional alignment that drives organizational productivity and reduces the likelihood of future employee turnover.

59. (A) Statement I is true, while Statement II is actually false.
Off-the-job training methods are indeed more effective for teaching theoretical concepts and complex skills in a distraction-free environment. However, the second statement is incorrect because on-the-job training is often more disruptive to daily operations than off-the-job methods. When training occurs during active work, it can slow down production and require the constant attention of supervisors. Therefore, while off-the-job methods provide deeper learning, on-the-job methods are more integrated but can hinder immediate operational efficiency.

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60. (B) Focuses on recent behavior rather than the entire appraisal term.
The recency effect is a common rater error in performance appraisal where the evaluator places undue emphasis on an employee's most recent actions rather than their performance over the entire period. This bias can lead to inaccurate assessments, as a sudden burst of high productivity or a single recent mistake

can overshadow months of consistent work. To mitigate this error, managers should maintain ongoing records and documentation to ensure the final evaluation reflects the whole appraisal cycle.

61. (A) P-2, Q-1, R-4, S-3
Quantitative methods like point rating assign numerical values to jobs, while non-quantitative methods such as job ranking establish a simple hierarchy without scores. Analytical methods, including factor comparison, break jobs into individual components for detailed evaluation. Conversely, non-analytical methods like job classification categorize jobs into broad, pre-defined grades based on their overall characteristics. These pairings demonstrate the different levels of detail and methodology used to determine the relative worth of positions within an organization.

62. (D) Variable pay or performance-based incentives.
Variable pay refers to the portion of an employee's total compensation that is not fixed and fluctuates based on specific performance outcomes. This includes individual commissions, team bonuses, and organization-wide profit-sharing plans. By linking financial rewards directly to productivity or company profitability, these incentives serve as a powerful motivational tool. Unlike base salary, which provides financial security, variable pay encourages employees to exceed targets and aligns their personal efforts with the organization's economic success.

63. (A) Free gym membership
Legally mandated benefits are those that organizations are required by law to provide to their employees, such as social security contributions, workers' compensation insurance, and compliance with minimum wage laws. These ensure a basic level of security and fair treatment for the workforce. In contrast, perks like free gym memberships are voluntary, non-monetary incentives offered by companies to attract talent and improve employee well-being. They are not required by legislation but serve as a competitive differentiator.

64. (B) A period when the probability of upward promotion is very low.
A career plateau occurs when an individual reaches a point in their professional life where the likelihood of further vertical advancement within the organization becomes minimal. This can happen due to a lack of higher-level vacancies or because the individual has reached their current potential within the firm's structure. While it may lead to decreased motivation, organizations can manage plateaus through lateral transfers, job enrichment, or providing new challenges that don't necessarily involve a formal promotion.

65. (B) Aligned with company strategy and integrated across HR functions.
Strategic Human Resource Management emphasizes the importance of aligning all HR practices with the organization's overarching business goals. This approach ensures that recruitment, training, compensation, and performance management work together cohesively to support the company's competitive strategy. Rather than being a separate administrative department, the HR function becomes a strategic partner that actively contributes to organizational success. This integration allows the firm to leverage its human capital as a primary source of sustained competitive advantage.

66. (A) 1, 2 and 3 only
Modern Human Resource Management is a strategic evolution of traditional personnel management, characterized by a proactive rather than reactive orientation. It views employees as essential strategic resources that provide a competitive advantage, rather than just administrative costs. While it incorporates traditional welfare activities, its scope is much broader, involving the integration of people management with overall business objectives. Furthermore, modern HRM is a shared responsibility among all managers, not just the exclusive domain of the HR department.

67. (C) Markov Analysis
Markov analysis is a quantitative technique used in human resource planning to forecast the internal supply of labor. It involves analyzing the historical movement of employees between different job categories, levels, and departments over a specific period. By calculating the probability of staff being promoted, transferred,

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or leaving the organization, managers can project future personnel availability. This probabilistic approach allows for more sophisticated workforce planning and helps identify potential internal talent shortages or surpluses before they occur.

68. (D) Calculate applicant numbers needed at each stage to meet hire goals.
A recruitment funnel or yield pyramid is a strategic tool used to visualize the efficiency of the hiring process. It tracks the number of applicants at various stages, from initial contact to the final hire. By analyzing the ratios between stages, HR managers can determine exactly how many candidates they need to attract initially to reach their specific hiring targets. This data-driven approach helps in optimizing recruitment sources, managing costs, and improving the overall speed of hiring.

69. (A) Both A and R are true and R is the correct explanation of A.
Structured interviews utilize a predetermined set of questions and standardized scoring criteria, which significantly enhances their reliability and validity. This consistency ensures that all candidates are evaluated against the same benchmarks, thereby reducing the influence of individual interviewer bias or subjective judgment. Because the process is uniform, it provides a more accurate and defensible basis for comparing candidates' qualifications and predicting their future job performance. Therefore, the standardized methodology directly explains why structured interviews are superior to unstructured ones.

70. (B) Immediate expertise in all job functions
An effective induction program is designed to welcome new hires, reduce their initial stress, and improve long-term retention and satisfaction. While it provides a foundation for high productivity by clarifying expectations, it cannot grant immediate expertise in all job functions. Expertise requires time, experience, and specific technical training that goes beyond the scope of a general orientation. Induction focuses on social and organizational integration, whereas professional mastery is developed through ongoing learning and work experience.

71. (D) Reaction, Learning, Behavior, Results
Donald Kirkpatrick's model provides a comprehensive framework for evaluating the effectiveness of training programs across four distinct levels. Reaction measures the participants' immediate satisfaction with the training. Learning assesses the extent to which trainees acquired the intended knowledge or skills. Behavior evaluates whether the new competencies are being applied in the workplace. Finally, Results measure the overall impact of the training on organizational goals, such as increased sales, improved quality, or reduced operational costs.

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72. (A) It lacks specific feedback regarding various performance dimensions.
The straight ranking method involves ordering employees from best to worst based on their overall performance. While simple to use, its primary drawback is that it fails to provide detailed information on specific strengths or weaknesses across different job dimensions. Because it only provides a relative position, it offers little guidance for individual development or performance improvement. This lack of specific feedback makes it difficult for employees to understand exactly which behaviors they need to change to improve their standing.

73. (C) Point Method
The Hay Method is a highly respected and widely used proprietary version of the point method for job evaluation. It assesses positions based on three core compensable factors: know-how, problem-solving, and accountability. Like other point methods, it assigns numerical values to these factors to determine a job's relative worth and establishes a quantitative basis for salary structures. Its systematic approach allows organizations to compare roles across different departments and even different industries with a high degree of consistency.

74. (A) Lead-the-market strategy
A lead-the-market compensation strategy involves an organization consciously choosing to pay its employees higher rates than the average offered by competitors in the labor market. This approach is typically used to attract the highest quality talent and reduce employee turnover by making the organization a highly desirable employer. While it increases overall labor costs,

the investment is often justified by higher productivity, innovation, and the competitive advantage gained by employing the industry's top-performing professionals.

75. (D) The need for career growth and advancement.
Internal promotion policies directly address an employee's psychological need for career progression and professional recognition. By providing clear opportunities to move into higher-level roles within the organization, companies foster a sense of long-term possibility and personal growth. This practice not only rewards high performance but also encourages employees to stay with the firm to achieve their career goals. It serves as a powerful motivator and reinforces a culture of development and loyalty throughout the entire workforce.

76. (B) The use of HR policies to promote sustainable environmental practices.
Green HRM involves the integration of environmental management goals into the organization's human resource policies and practices. This includes incorporating environmental responsibilities into job descriptions, using green criteria in recruitment and selection, and providing training on sustainability. It also involves using incentives to encourage eco-friendly behaviors among employees. By aligning HR functions with corporate social responsibility, organizations can improve their environmental performance, enhance their reputation, and attract candidates who value ecological sustainability.

77. (C) Outsourcing of HRM functions
Outsourcing occurs when an organization contracts with an external specialized firm to handle specific business functions, such as payroll or benefits administration. This strategy allows companies to focus their internal resources on core strategic activities while benefiting from the expertise and efficiency of the external provider. It can lead to cost savings and improved service quality in administrative areas. In the context of HR, it often involves delegating transactional tasks to ensure compliance and technological accuracy.

78. (D) To ensure the availability of the right people at the right time.
The primary objective of human resource planning is to ensure that the organization has a continuous and appropriate supply of talent to meet its current and future operational needs. This involves forecasting labor demand and supply, identifying potential gaps, and developing strategies to address them. By having the right people with the necessary skills in the correct positions at the right time, the organization can effectively execute its business strategy and achieve its goals.

79. (A) Recruitment and selection
A job specification details the human qualifications, skills, and experiences required for a role, making it an indispensable tool for recruitment and selection. HR professionals use this document to create targeted job advertisements and define the criteria for screening applicants. It ensures that the selection process focuses on identifying candidates who possess the specific traits necessary for success. By clarifying these requirements upfront, organizations can improve the quality of their hires and ensure a better person-job fit.

80. (B) Brings new perspectives and skills into the organization.
External recruitment allows an organization to tap into a broad and diverse talent pool outside its current workforce. A primary advantage is the influx of fresh ideas, new perspectives, and specialized skills that existing employees might not possess. This can stimulate innovation, challenge established ways of thinking, and help the organization adapt to changing market conditions. While it may be more costly than internal hiring, the addition of external talent often revitalizes the workplace and prevents organizational stagnation.

81. (A) 3, 2, 4, 1
A typical professional career follows a logical chronological progression starting with the exploration stage, where individuals test different roles and interests. This is followed by the establishment stage, focusing on skill development and securing a professional place. Next is the maintenance stage, where the individual strives to sustain their performance and accomplishments. Finally, the career enters the decline stage, which involves preparing for

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retirement and transitioning out of the active workforce. This cycle reflects professional growth.

82. (A) A situational question
A situational question asks candidates to describe how they would respond to a hypothetical future scenario. By presenting a specific work-related challenge, such as an angry customer, interviewers can evaluate the candidate's problem-solving skills, emotional intelligence, and interpersonal approach. This technique provides insight into a candidate's thought process and potential behavior in the role. Unlike behavioral questions that focus on the past, situational questions assess how a candidate might handle specific job-related pressures they haven't yet encountered.

83. (C) Onboarding or Induction
Onboarding, often referred to as induction, is the comprehensive process of integrating new employees into their social and professional roles within an organization. It goes beyond simple administrative paperwork to include cultural immersion and role clarification. By helping new hires understand performance expectations and navigate the company's social landscape, this process ensures they become productive and committed team members more quickly. Effective onboarding is essential for reducing initial anxiety and fostering long-term engagement and success.

84. (D) Employee development
Coaching and mentoring are highly effective personalized methods for employee development. Coaching typically focuses on improving specific skills and performance in the short term through regular feedback from a supervisor. Mentoring involves a longer-term relationship where an experienced individual provides guidance and support for the employee's overall career growth and professional maturity. Both techniques leverage existing internal expertise to enhance human capital, foster a learning culture, and prepare employees for future leadership roles within the firm.

85. (C) Personal Bias
Personal bias is a rater error in performance appraisal where the evaluator's subjective feelings, such as personal likes or dislikes, influence their judgment. This occurs when a manager allows non-performance-related factors, like personality or shared interests, to cloud their assessment of an employee's actual work output. Such biases undermine the fairness and accuracy of the appraisal system, leading to demotivation among staff and potentially flawed decisions regarding rewards, promotions, or developmental needs within the organization.

86. (B) 1, 2 and 3 only
Effective compensation management is guided by core principles such as internal equity, external competitiveness, and the direct linkage of pay to performance. These ensure that the system is fair, attracts top talent, and motivates high output. However, focusing exclusively on monetary rewards is incorrect, as non-monetary incentives are also vital. Furthermore, keeping salary information completely secret is often discouraged in modern HR in favor of transparency to build trust. Therefore, the first three points represent the correct principles.

87. (D) Profit-sharing plan
A profit-sharing plan is an organization-wide incentive strategy that distributes a portion of the company's annual earnings to its employees. By linking financial rewards to the overall success of the firm, this plan encourages teamwork and aligns the interests of the workforce with those of the shareholders. Unlike individual commissions or piece-rate plans, profit-sharing fosters a collective sense of ownership and motivates all staff members to contribute toward the company's long-term growth and profitability.

88. (A) Career Anchor
A career anchor represents a core set of self-perceived talents, motives, and values that guide an individual's career choices and provide a sense of professional identity. Once established, these anchors serve as internal drivers that a person will not abandon, even when faced with difficult professional decisions. Understanding these anchors helps employees find roles that align with their deepest priorities and assists organizations in placing individuals in positions where they will find the most satisfaction and commitment.

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89. (C) Managing cross-cultural and legal differences across countries.
Globalization forces organizations to manage human resources across diverse national borders, which introduces significant complexities. HR professionals must navigate various labor laws, cultural norms, and economic conditions while maintaining organizational consistency. Managing international assignments requires understanding cross-cultural communication and adapting HR policies to local contexts without losing strategic focus. This challenge demands high levels of cultural sensitivity and legal expertise to ensure fair treatment and effective performance in a globalized, multicultural business environment.

90. (A) Job sharing
Job sharing is a flexible work arrangement where two employees voluntarily divide the responsibilities of a single full-time position. They share the workload, hours, and compensation proportionally, providing them with better work-life balance while ensuring the job's tasks are completed. This arrangement allows organizations to retain talented individuals who may not be able to work full-time. It requires high levels of communication and coordination between the two employees to maintain productivity and operational continuity.

91. (D) To ensure the human capital needed for strategic goal attainment.
From a strategic perspective, the HRM function acts as a vital partner in achieving organizational success by ensuring that the firm possesses the necessary human capital. This involves aligning all HR activities—from recruitment to development—with the company's long-term business strategy. By proactively managing talent to meet future needs, HR ensures that the workforce has the specific skills and motivation required to execute strategic plans. This approach transforms people management into a source of competitive advantage.

92. (B) Supply forecasting
A staffing or manpower table is a key output of supply forecasting within human resource planning. It provides a detailed snapshot of the current workforce and projects their availability at a future point by accounting for expected promotions, retirements, and transfers. By mapping out the number of employees in various job categories, managers can visualize their internal talent pipeline. This information is essential for identifying potential gaps and determining whether external recruitment or internal development is needed.

93. (C) Observation method
The observation method is a job analysis technique where a trained analyst collects data by directly watching employees as they perform their daily tasks. This approach provides a realistic and objective view of the work, capturing physical activities and environmental conditions that might be overlooked in interviews or questionnaires. While highly effective for repetitive, manual roles, it is less suitable for jobs involving significant mental activity. It helps in creating accurate job descriptions based on actual observed behavior.

94. (D) It may lead to organizational 'inbreeding' and lack of new ideas.
Relying exclusively on internal recruitment can lead to organizational inbreeding, where the workforce becomes stagnant and resistant to change. By only hiring from within, a company may miss out on the fresh perspectives, innovative ideas, and diverse experiences that external candidates bring. This lack of external talent can hinder the organization's ability to adapt to new market trends or technological shifts. Maintaining a healthy balance between internal and external hiring is essential for long-term growth and innovation.

95. (A) Both A and R are true and R is the correct explanation of A.
A medical examination is a common final stage in the selection process, serving to verify that a candidate is physically suited for the specific requirements of the role. It ensures that the individual can perform essential job functions without risk to themselves or others. This check protects both the employee's health and the organization's interests by preventing future workplace injuries and reducing liability. Therefore, the reason provided accurately explains the purpose of this mandatory health screening.

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96. (B) Training is job-specific, while education is broader and theoretical.
Training is a targeted, short-term process designed to improve an employee's proficiency in their specific current job tasks. In contrast, education is a broader, long-term endeavor that focuses on providing individuals with a wide range of theoretical knowledge and critical thinking skills. While training addresses immediate operational needs, education builds a conceptual foundation that helps people understand the world and prepare for a lifetime of diverse professional roles and personal development opportunities.

97. (B) Provide specific examples of behaviors to anchor the rating points.
Behaviorally Anchored Rating Scales represent a significant improvement over traditional graphic scales by using specific behavioral descriptions to define different performance levels. By providing raters with concrete examples of effective and ineffective work behaviors, this method reduces ambiguity and subjective judgment. These behavioral anchors ensure that evaluations are based on observable actions rather than vague traits. This increased precision leads to more accurate appraisals, better feedback for employees, and more defensible personnel decisions within the organization.

98. (A) Slotting jobs into a series of pre-defined grades or classes.
The job classification or grading method is a non-quantitative job evaluation technique that involves grouping roles into categories based on their general characteristics. Organizations create a set of predefined grades with broad descriptions of responsibilities and requirements, then slot individual jobs into the most appropriate class. While simpler and less expensive than point systems, it relies on the overall judgment of the evaluators. It provides a structured hierarchy that helps in establishing standardized pay ranges for similar roles.

99. (C) Competitive pay rates compared to other firms in the labor market.
External equity refers to the perceived fairness of an organization's compensation compared to what other firms in the same industry or labor market are paying for similar roles. To achieve this, companies conduct salary surveys to benchmark their pay rates against competitors. Ensuring external equity is vital for attracting high-quality talent and preventing existing employees from leaving for better-paying positions elsewhere. It maintains the organization's competitive position as an employer of choice in the market.

100. (B) P-2, Q-1, R-4, S-3
Recruitment results in a pool of applicants, while job analysis produces a job description detailing roles. Performance appraisal provides employees with essential feedback on their work, and training aims to improve their skills and knowledge. These pairings highlight the primary outcomes and tools associated with core human resource functions. Understanding these relationships is fundamental for managing human capital effectively and ensuring that each HR activity contributes logically to the overall development and success of the workforce.

101. (C) To ensure a continuous supply of talent for key positions.
From an organizational perspective, a primary goal of career management is to maintain a robust internal talent pipeline for future leadership and critical roles. By helping employees develop their skills and advance through the company, the organization reduces its reliance on external hiring and ensures operational continuity. This proactive approach supports succession planning and ensures that the workforce is prepared to meet evolving strategic challenges. It also boosts employee commitment by offering clear professional growth opportunities.

102. (B) Green HRM
Green HRM involves the strategic integration of environmental management goals into an organization's human resource policies. This includes incorporating eco-friendly criteria into recruitment, providing environmental sustainability training, and rewarding employees for green initiatives. By aligning HR practices with ecological objectives, companies can improve their environmental performance and brand reputation. This emerging trend reflects a growing commitment to corporate social responsibility and attracts talent who are increasingly concerned about the ecological impact of their work and employer.

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103. (D) Conducting leadership training for future managers

The development function of HRM focuses on the long-term professional growth of employees and preparing them for future responsibilities. Leadership training for high-potential individuals is a primary example of this, as it builds the advanced competencies needed for senior management roles. While recruitment and payroll are administrative or transactional tasks, development activities such as mentoring and strategic education enhance the organization's future human capital. This investment ensures that the company has capable leaders ready for succession.

104. (D) 1, 2, 3 and 4

Human resource planning faces several common challenges, including potential resistance from employees and unions who may fear the impact of changes. Inaccuracies in forecasting due to limited data or human error can lead to talent gaps. Additionally, the dynamic and unpredictable nature of the modern business environment makes long-term planning difficult. Furthermore, focusing solely on quantitative metrics while ignoring qualitative factors like culture can result in a plan that lacks practical depth and organizational fit.

105. (C) Job Specification

A job specification is a document that outlines the human requirements and minimum qualifications necessary for an individual to perform a job successfully. It includes specific details regarding physical capabilities, such as lifting weight, as well as required licenses and educational degrees. Unlike the job description, which focuses on the tasks of the role, the specification defines the profile of the ideal candidate. This information is essential for guiding the recruitment and selection process to ensure a good fit.

106. (C) Statement I is true, while Statement II is factually incorrect.

E-recruitment involves using online technologies and digital platforms to attract and source potential candidates. While the first statement is true, the second is incorrect because e-recruitment typically provides a much wider and more diverse reach than traditional methods. By using job portals and social media, organizations can access global talent pools efficiently. This technology streamlines the application process and allows for faster communication, making it a highly effective and widely used strategy in modern HRM.

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107. (D) Managerial, decision-making, and time-management capabilities.

The in-basket exercise is a simulation technique used to evaluate how candidates handle common managerial tasks, such as responding to emails, reports, and memos. By requiring applicants to prioritize and process a large volume of information within a limited timeframe, it assesses their decision-making skills and time-management abilities. This high-fidelity tool provides direct evidence of a candidate's practical administrative competence. It is frequently used in assessment centers for selecting individuals for supervisory or management-level positions.

108. (B) Detailed performance reviews of other team members.

An effective induction program focuses on providing new hires with essential information about the company's culture, history, policies, and their specific job duties. However, sharing detailed performance reviews of other team members is inappropriate and unprofessional, as this information is confidential. Orientation should foster a positive and collaborative atmosphere without compromising the privacy of existing staff. The goal is to integrate the new employee into the team socially and professionally, rather than discussing the individual performance records of others.

109. (C) Evaluation

The ADDIE model is a systematic framework for instructional design consisting of five phases: Analysis, Design, Development, Implementation, and Evaluation. Evaluation is the final, critical step that measures the overall effectiveness of the training program. It involves collecting data to determine whether the learning objectives were met and what impact the training had on individual performance and organizational goals. This phase provides essential feedback for continuous improvement, ensuring that future training efforts are more targeted and efficient.

110. (D) It is a continuous cycle of feedback, goals, and development.
Performance management is a broader, more strategic concept than traditional performance appraisal. While an appraisal is often a single annual event focused on past work, performance management is a continuous, year-round process. It involves ongoing goal-setting, regular feedback, and a consistent focus on employee development and coaching. This proactive approach aligns individual performance with the organization's strategic objectives and fosters a culture of continuous improvement, rather than just documenting past behaviors for administrative purposes.

111. (A) Quantitative system assigning numerical values to compensable factors.
The point method is a sophisticated, quantitative job evaluation technique that breaks roles down into compensable factors like skill, effort, and responsibility. Each factor is assigned a specific number of points based on its importance and level of complexity within the job. By summing these points, the organization can determine a job's relative worth and establish a logical pay structure. This systematic and analytical approach provides a highly defensible and objective basis for maintaining internal pay equity.

112. (B) An incentive
An incentive is a specific form of variable compensation designed to reward employees for achieving or exceeding predefined performance targets, such as sales goals. Unlike base salary, which is fixed and paid for standard work, incentives directly motivate staff to increase their productivity and effort. By providing a clear link between performance and financial reward, they align individual actions with the organization's business objectives. Incentives can be individual, team-based, or organization-wide, serving as a key motivational tool.

113. (B) Managing Career and work-life integration
Organizations increasingly implement policies like flexible hours and telecommuting to help employees integrate their professional and personal lives effectively. These initiatives are part of a broader strategy for managing career and work-life balance, recognizing that employee well-being is essential for long-term commitment and productivity. By supporting workers' needs outside the office, the company can reduce stress, decrease absenteeism, and attract talent who value flexibility. This holistic approach to human capital management fosters a more loyal and engaged workforce.

114. (A) Workforce diversity
Workforce diversity involves managing a workforce composed of individuals from different backgrounds, including varying generations like Baby Boomers and Gen Z. Each group often brings unique perspectives, work styles, and expectations to the organization. Effectively managing this generational diversity is a key contemporary challenge for HR, as it requires balancing different communication preferences and career aspirations. By fostering an inclusive environment that values these differences, organizations can enhance creativity, improve problem-solving, and better reflect the diverse global marketplace.

115. (C) Strategic thinking and process efficiency.
Centralizing recruitment for similar roles across different departments demonstrates an HR manager's ability to think strategically and improve operational efficiency. By consolidating hiring efforts, the organization can save significant time and resources while ensuring a consistent quality of talent. this proactive approach avoids duplication of work and leverages economies of scale in recruitment advertising and candidate screening. It shows how HR can add value by optimizing processes to better support the organization's overall business goals.

116. (C) 1, 2, 4 and 5 only
The selection process is often viewed as a negative procedure because it involves filtering out unsuitable candidates to find the best fit. It uses various steps like tests and interviews to identify the most qualified individual. A common risk is a 'false positive' error, where a hired person underperforms. Importantly, the effectiveness of selection is highly dependent on the quality of the initial recruitment pool. These points highlight the complexity and critical nature of effective hiring decisions.

117. (C) The Strategic HRM School

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The Strategic HRM school of thought views employees as a critical source of competitive advantage rather than just an administrative cost. It emphasizes the proactive integration of human resource policies with the organization's overall business strategy. This approach focuses on developing human capital to meet future challenges and achieve long-term objectives. By aligning people management with strategic goals, this school transforms the HR function from a reactive administrative unit into a vital partner in organizational success and sustainability.

118. (B) Offering attractive voluntary retirement schemes.
When an organization forecasts a surplus of employees, it must implement strategies to reduce its workforce size efficiently and ethically. Offering voluntary retirement schemes is an appropriate action that allows employees to choose to leave in exchange for financial incentives. This approach is often preferred over involuntary layoffs because it maintains better employee morale and minimizes negative publicity. It helps the company reach its desired staffing levels while providing departing staff with a supportive transition into retirement or other ventures.

119. (D) Provide a quick indication of the job's role and level.
A job title serves as a brief but essential label that summarizes the general nature and level of a position within an organization's hierarchy. It provides immediate clarity for internal and external stakeholders regarding the individual's role and area of responsibility. While it doesn't provide detailed tasks or specific salary figures, it helps in organizing the workforce and defining reporting structures. Accurate titles are also useful for benchmarking roles against other companies during salary and market surveys.

120. (A) Both A and R are true and R is the correct explanation of A.
Performance management is a comprehensive and proactive approach that extends far beyond the traditional, reactive performance appraisal. It functions as a continuous, year-round cycle involving ongoing communication, goal alignment, and professional development. This process ensures that individual efforts are consistently directed toward achieving the organization's strategic objectives. By focusing on future growth rather than just documenting past performance, it fosters a more dynamic and effective workforce. Therefore, the reason provided accurately justifies why it is a broader concept.

121. (C) Attracting, retaining, and motivating high-quality personnel.
From an organizational perspective, the most significant benefit of providing a comprehensive package of benefits and incentives is the ability to attract and keep top talent. A competitive total rewards system motivates employees to perform at their best and fosters deep loyalty to the firm. While salary provides base financial security, benefits address broader needs like health and long-term security, making the organization a more attractive employer. This strategy ultimately drives higher productivity and sustained competitive advantage.

122. (A) Linear career progression within a specific department.
Linear career progression describes a traditional career path characterized by a series of vertical movements within a single functional area or department. An individual typically starts in an entry-level role and moves upward into positions of increasing responsibility and authority over time. This path allows for the deep development of specialized expertise and is often associated with stable hierarchical organizations. It provides a clear and predictable route for professional advancement for employees who wish to stay within their field.

123. (D) Total Workforce Management
Total Workforce Management is an emerging HR concept that involves the holistic management of all types of labor, including full-time employees, freelancers, and contract workers. As the gig economy grows, organizations must integrate these diverse worker categories into their strategic planning to ensure operational flexibility and talent availability. This approach requires new strategies for engagement, performance monitoring, and compliance that go beyond traditional employment models. It allows firms to leverage the right talent for specific tasks regardless of their employment status.

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124. (B) Contribute to the achievement of organizational objectives.
The ultimate purpose of all human resource management activities is to support the achievement of the organization's strategic goals. Whether through recruitment, training, or compensation, every HR function is designed to ensure that the workforce is capable, motivated, and aligned with the company mission. While satisfying employees and following labor laws are important components, they are secondary to the primary goal of leveraging human capital to drive organizational success and ensure long-term sustainability in the marketplace.

125. (2, 1, 3, 4)
The recruitment process begins by identifying a vacancy and analyzing the specific job requirements. Next, the organization generates a pool of applicants through various internal and external sources. Once applications are received, they are screened to create a shortlist of the most qualified candidates for the selection phase. Finally, the effectiveness of the entire process is evaluated to identify areas for improvement. This logical sequence ensures that recruitment is systematic, efficient, and aligned with organizational needs.

126. (D) Consistency of test results over time and across different raters.
Reliability is a fundamental characteristic of any selection tool, referring to the consistency and stability of the measurement it provides. A reliable test will yield similar results when administered to the same individual on different occasions or when scored by different evaluators. Without high reliability, a selection method is unpredictable and cannot be trusted to provide a fair assessment of a candidate's abilities. Ensuring reliability is essential for making defensible hiring decisions and maintaining the integrity of the process.

127. (A) Put the right person in the right job.
The fundamental purpose of the placement stage is to ensure an optimal fit between a selected candidate's competencies and the specific requirements of a job. After the initial hiring decision, placement focuses on assigning the individual to the most suitable role where their skills will be most effective. This alignment is critical for maximizing employee productivity and minimizing future turnover. Proper placement sets the stage for a successful professional relationship and ensures that human capital is utilized efficiently.

128. (B) On-the-job training (OJT) provided by an experienced supervisor.
On-the-job training is a practical instructional method where an employee learns the necessary skills while performing their actual work. Under the guidance of an experienced supervisor or mentor, the trainee receives immediate feedback and hands-on experience in the real work environment. This approach is highly effective for technical roles and allows for a quick transition into full productivity. It is often more cost-effective than off-site training and ensures that the learning is directly relevant to daily tasks.

129. (B) Be overly generous and give undeservedly high ratings.
Leniency error is a common performance appraisal bias where a rater consistently provides higher evaluations than are objectively deserved. This often occurs because the supervisor wishes to avoid conflict, maintain a friendly relationship, or boost employee morale. However, this error devalues the appraisal process, as it fails to distinguish between top performers and those who need improvement. It can lead to unfairness in reward distribution and prevent employees from receiving the critical feedback necessary for their professional development.

130. (B) 2 and 4 only
Non-quantitative job evaluation methods, such as ranking and job classification, involve a holistic comparison of roles without using numerical scores or specific compensable factors. The ranking method simply orders jobs from highest to lowest based on perceived value, while the classification method slots jobs into predefined broad categories. These approaches are generally simpler and quicker to implement but are more subjective than quantitative methods. They are often suitable for smaller organizations where roles are clearly distinct and less complex.

131. (C) Merit Pay
Merit pay is a compensation component where permanent increases to an employee's base

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salary are awarded based on their individual performance rating. Unlike one-time bonuses or commissions, merit pay results in a lasting increase in fixed earnings, rewarding consistent high output. This system serves as a significant motivator for employees to maintain and improve their performance over time. It reinforces a culture of achievement and ensures that top-performing staff are recognized through their regular paychecks.

132. (D) Financial incentives designed to encourage employee retention.
Golden handcuffs refer to lucrative financial incentives, such as unvested stock options or large deferred bonuses, designed to discourage valuable employees from leaving the organization. These rewards are structured so that the employee loses significant financial value if they resign before a certain date. While effective for retaining top talent and executive leaders, they focus on financial compulsion rather than psychological engagement. This strategy helps firms protect their investment in high-performing human capital in a competitive labor market.

133. (C) Allows advancement for specialists without requiring management roles.
A dual career ladder provides two distinct paths for professional advancement: one for management and another for technical or professional specialists. This structure is highly beneficial because it allows experts to advance in rank and salary based on their specialized skills without being forced into supervisory roles for which they may have no interest or aptitude. By recognizing and rewarding technical excellence, organizations can retain their best specialists and maintain a high level of expertise while ensuring effective leadership.

134. (B) Evolving family structures and constant digital connectivity.
Managing work-life balance has become a prominent HR challenge due to the combination of changing social dynamics and modern technology. Evolving family structures, such as dual-career couples, create more personal responsibilities for employees. Simultaneously, constant digital connectivity through smartphones and remote work tools makes it difficult for workers to disconnect from their jobs. These factors increase stress and burnout, requiring HR to develop flexible policies that help staff maintain their well-being while remaining productive and committed.

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135. (D) Viewing staff as people with unique needs and aspirations.
The 'Human' in Human Resource Management signifies a shift away from treating employees as mere administrative units or costs. It emphasizes that the workforce consists of individuals with unique personalities, diverse needs, and personal career aspirations. Modern HRM practices focus on understanding these human elements to foster commitment and engagement. By recognizing employees as complex people rather than simple machines, organizations can build more supportive cultures that drive both individual satisfaction and long-term organizational success.

136. (A) Time-consuming nature that may hinder rapid decision-making.
While the Delphi technique provides a high-quality forecast by using expert consensus, its primary drawback is the significant time required to complete multiple rounds of questionnaires. This iterative process involves waiting for responses and carefully summarizing justifications, which can delay the human resource planning process. In fast-paced business environments, this slow speed may hinder the organization's ability to make rapid staffing decisions. Therefore, while accurate, it is less suitable when immediate forecasts are needed for urgent operational changes.

137. (A) 1 and 3 only
A comprehensive job analysis focuses on collecting data regarding the tasks and duties involved in a role and the human requirements—such as knowledge and skills—needed to perform them. These elements form the basis for creating job descriptions and specifications. While job evaluation, performance reviews, and advertisements are related HR activities, they are not part of the initial job analysis process itself. Instead, they utilize the information that job analysis provides to function effectively and accurately.

138. (A) Generate a large and qualified pool of applicants.
The primary purpose of recruitment is a positive one: to attract a diverse and high-quality pool of potential candidates for organizational vacancies. By effectively communicating the company's value proposition and job requirements, recruitment ensures that the subsequent selection phase has enough qualified individuals to choose from. While it precedes selection and training, its success is measured by the size and quality of the talent pool it generates, which is essential for making effective long-term hiring decisions.

139. (B) P-2, Q-1, R-4, S-3
Aptitude tests evaluate an individual's potential to learn new skills, while achievement tests measure their current knowledge or existing proficiency. Personality tests are designed to identify enduring traits such as extroversion, while interest tests map out an individual's patterns of professional preferences. These pairings illustrate how different psychological and functional assessments are used in the selection process to gain a comprehensive understanding of a candidate's capabilities, personality, and potential fit within the organization's culture.

140. (B) Reality shock and early turnover
When a new hire is not provided with a proper induction, they are highly susceptible to reality shock, which is the mismatch between their initial expectations and the actual workplace environment. This confusion and lack of support often lead to isolation, decreased motivation, and a higher probability of leaving the organization shortly after joining. Effective orientation is critical for mitigating these risks by clarifying roles and fostering social connections, which significantly improves initial productivity and long-term employee retention.

141. (A) Both Statement I and Statement II are true.
Training and development are distinct but complementary processes in human resource management. Training is typically a short-term, task-oriented effort aimed at improving performance in an employee's current job by correcting specific skill gaps. Conversely, development is a long-term, future-oriented process focused on the individual's overall professional growth and preparing them for higher-level responsibilities. Both statements accurately describe these functions, highlighting how training addresses immediate operational needs while development builds the organization's future leadership capacity and human capital.

142. (D) Avoid extreme ratings and rate most employees as average.
Central tendency error occurs in performance appraisal when a manager consistently avoids giving very high or very low scores, instead rating almost all employees as average. This bias often arises from a desire to be safe or to avoid justifying extreme ratings. However, this lack of differentiation makes the appraisal process ineffective for identifying top performers or those needing significant improvement. It fails to provide meaningful feedback for development and can demotivate high-achieving staff who feel their extra effort is unrecognized.

143. (A) Ranking Method
The ranking method is the simplest and most cost-effective job evaluation technique to implement. It involves comparing entire jobs and ordering them from highest to lowest based on their perceived overall value to the organization. However, because it relies on the holistic and subjective judgment of the evaluators without specific criteria, it is difficult to defend and lacks detailed precision. While useful for very small organizations, it becomes increasingly problematic as roles grow more complex and numerous.

144. (B) Employees earn bonuses through measurable operational improvements.
Gainsharing is a group-based incentive program that rewards employees for measurable improvements in organizational performance, such as increased productivity or reduced operational costs. When the organization achieves specific gains, a portion of the resulting financial savings is shared with the workers. This plan fosters a collaborative environment and encourages employees to find ways to work more efficiently. Unlike profit-sharing, which is based on overall company earnings, gainsharing focuses on operational metrics that employees can directly influence through their teamwork.

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145. (B) The individual, their manager, and the organization.
Successful career planning is a collaborative partnership that involves the individual employee, their immediate manager, and the organization. The individual is responsible for identifying personal goals and interests, while the manager provides guidance, feedback, and developmental opportunities. The organization supports the process by offering clear career paths, training programs, and transparent policies for advancement. This integrated approach ensures that professional development aligns with both the employee's personal aspirations and the organization's long-term talent needs.

146. (A) Scientific Management
Scientific Management is a traditional management theory developed by Frederick Taylor in the early 20th century, focusing on efficiency and standardization of work tasks. In contrast, concepts like HR analytics, the gig economy, and the use of AI in recruitment are all modern, emerging trends in HRM. These new developments reflect the impact of digital technology and changing social dynamics on people management. Scientific management is considered a historical foundation rather than a contemporary or emerging trend.

147. (C) Supply forecasting
Supply forecasting involves assessing the current internal workforce to determine the availability of skills and potential for future roles. When a manager evaluates the strengths and weaknesses of her team members to plan for leadership succession or future projects, she is analyzing the internal supply of human capital. This process allows the organization to identify talent gaps and determine whether future needs can be met through internal promotion and development or if external recruitment will be required.

148. (D) Job Specification
A job specification is a formal written document that details the minimum human requirements needed to perform a job effectively. It outlines the specific knowledge, educational background, technical skills, and physical abilities that a candidate must possess. While a job description focuses on the duties of the role, the specification defines the profile of the person qualified to fill it. This document is a critical tool for HR professionals during the recruitment and selection phases to ensure candidate suitability.

149. (C) External recruitment
External recruitment involves attracting candidates from outside the current organization. Utilizing walk-ins and unsolicited applications is a traditional form of this approach, where individuals express interest in working for the company without responding to a specific advertisement. While these candidates represent an inexpensive source of talent, they still require rigorous screening and selection. This method allows the organization to tap into a wider labor pool and potentially find qualified individuals who are proactively seeking new employment opportunities.

150. (B) Rejects a candidate who would have been a successful performer.
A false negative error occurs in the selection process when an organization mistakenly rejects an applicant who possesses the skills and potential to be a high-performing employee. This can happen due to flawed testing methods, interviewer bias, or overly rigid screening criteria. Such errors represent a missed opportunity for the company to acquire valuable talent and can lead to increased recruitment costs in the future. Improving the validity and reliability of selection tools is essential for minimizing these costly mistakes.

151. (D) Aligning performance with goals and fostering continuous growth.
The primary purpose of performance management is to ensure that individual and team efforts are directly aligned with the organization's strategic objectives. It is a comprehensive, ongoing process that focuses on goal setting, regular feedback, and professional development. Rather than just being an annual administrative task, it fosters a culture of continuous improvement and growth. By clarifying expectations and supporting employee advancement, it enhances overall organizational productivity and ensures that human capital is used effectively to achieve long-term success.

152. (A) Company car and driver
Perquisites, often called perks, are non-monetary benefits typically reserved for senior executives

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as part of an attractive compensation package. A company-provided car and driver is a classic example of such a perk, designed to recognize status and provide convenience. While health insurance and provident funds are standard benefits offered to most employees for their security and well-being, perquisites are additional rewards that enhance the lifestyle of high-level leaders and reflect their importance to the firm.

153. (C) Job rotation programs or lateral transfers to new departments.
Mid-career employees who feel stagnant in their current roles may benefit significantly from lateral transfers or job rotation programs. These initiatives provide new challenges and the opportunity to learn different facets of the business without necessarily requiring an immediate vertical promotion. By exposing employees to diverse environments and tasks, organizations can revitalize their motivation, expand their skill sets, and increase their overall versatility. This approach supports long-term career development and helps prevent professional burnout while retaining experienced talent.

154. (A) Ethical and Social Responsibility pressures
The growing emphasis on corporate governance and transparency reflects increasing pressure on organizations to act ethically and demonstrate social responsibility. HR plays a central role in this by ensuring fair employment practices, maintaining data privacy, and fostering a culture of integrity. These ethical considerations influence how companies recruit, manage, and compensate their workforce. As stakeholders demand more accountability, HR must implement policies that align business operations with social values, which is essential for maintaining a positive brand reputation and long-term viability.

155. (A) 1, 2 and 3 only
Modern HRM philosophy views employees as strategic assets whose commitment and engagement are essential for organizational success. It emphasizes the proactive integration of HR policies with the company's overall business strategy. Unlike traditional personnel management, it is not purely administrative or reactive, nor does it focus solely on cost minimization. Instead, it seeks to develop human capital to provide a competitive advantage. This holistic approach ensures that people management activities directly support the realization of long-term business goals.

156. (B) Recruitment and training
When human resource planning identifies that the demand for labor exceeds the available supply, the organization must take proactive steps to fill the gap. Aggressive recruitment is needed to attract new talent from the external labor market. Simultaneously, the company may invest in training programs to develop the necessary skills within its current workforce. This combined approach ensures that the organization has the right number and quality of people to meet its strategic and operational objectives.

157. (C) A list of specific tasks and duties.
A job description is a document that formally outlines the specific tasks, duties, and responsibilities associated with a role. It focuses on what the job holder actually does on a daily basis. In contrast, educational qualifications, previous experience, and physical requirements are components of the job specification, which defines the human characteristics needed for the job. While both documents are related, only the job description details the functional activities and operational scope of the position itself.

158. (D) Candidates typically possess better cultural fit and pre-screening.
Employee referrals are a highly effective recruitment source because current staff often recommend individuals who they believe will fit well with the company culture. These candidates have already been informally pre-screened by someone who understands the organization's environment. This often results in higher quality hires, lower recruitment costs, and better retention rates. Furthermore, referred employees tend to integrate more quickly into the workplace because they already have a social connection with an existing team member, fostering immediate engagement.

159. (A) Both A and R are true and R is the correct explanation of A.
Training evaluation is a critical final phase that assesses whether a program has achieved its intended outcomes. By measuring factors like participant learning and the subsequent impact

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on job performance, organizations can determine if the investment in training was worthwhile. This process confirms whether the initial learning objectives were met and allows the company to calculate its return on investment. Therefore, the reason provided accurately explains why evaluation is essential for ensuring the efficiency and effectiveness of developmental programs.

160. (B) Establishing job worth for internal compensation equity.
The main objective of job evaluation is to determine the relative value or worth of various positions within an organization. By systematically analyzing jobs based on factors like skill and responsibility, the company can establish a fair and logical pay structure. This process is essential for maintaining internal equity, ensuring that roles of similar complexity receive comparable compensation. It provides a defensible foundation for the salary system, which is vital for employee morale and reducing workplace conflicts.

161. (B) Long-term incentive
Employee Stock Ownership Plans are a type of long-term incentive designed to give workers a financial stake in the company's future success. By providing employees with shares of company stock, organizations align the interests of the workforce with those of the shareholders. This fosters a sense of ownership and encourages employees to contribute toward the firm's sustained growth and profitability. Unlike short-term bonuses, ESOPs focus on long-term retention and the accumulation of wealth over several years.

162. (A) Technical/Functional Competence
Individuals with a career anchor of technical or functional competence are primarily motivated by the desire to become experts in their specific field. They value the opportunity to use their specialized skills and often show little interest in general management roles that would move them away from their area of expertise. For these employees, professional satisfaction comes from mastering complex challenges and being recognized as a technical leader. Organizations can retain such talent by providing technical career paths and advanced specialization opportunities.

163. (C) Technological advancements
The implementation of Human Resource Information Systems is a direct organizational response to the rapid advancements in digital technology. These systems automate transactional and administrative tasks like payroll and benefits management, allowing HR professionals to focus on more strategic activities. By providing a centralized database for employee information, HRIS improves data accuracy and enables more sophisticated analytics. This use of technology streamlines HR processes, enhances efficiency, and provides the data-driven insights necessary for effective decision-making in a modern business environment.

164. (D) HRP Demand Forecasting
Demand forecasting is the component of human resource planning focused on estimating the future quantity and type of personnel required by an organization. It involves analyzing future business plans, such as expansion or new product launches, to determine what staffing levels will be necessary to achieve those goals. By accurately predicting labor needs, the organization can proactively plan its recruitment and development efforts. This ensures that the company avoids talent shortages that could hinder its operational success and strategic growth.

165. (C) Recruitment attracts candidates, while selection eliminates candidates.
Recruitment and selection are two distinct phases of the hiring process with opposite primary goals. Recruitment is a positive process aimed at attracting a large and diverse pool of qualified applicants for organizational vacancies. In contrast, selection is a negative process that focuses on evaluating and narrowing down that pool to find the single most suitable candidate. While recruitment seeks to bring people in, selection utilizes interviews and tests to systematically eliminate those who do not meet the job requirements.

166. (B) Matching the selected candidate's profile with job requirements.
An effective placement decision must be based on the objective alignment between a candidate's verified skills and the specific technical requirements of a job. By matching the individual's profile with the tasks they

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will perform, the organization ensures that the hire can contribute productively and find personal satisfaction. This focus on person-job fit is essential for maximizing performance and minimizing the risk of early turnover. It moves beyond personal preferences to ensure a functional and strategic staffing decision.

167. (D) Identifying gaps and confirming training is the correct solution.
Training needs analysis is the foundational first step in any developmental program, involving a systematic investigation into performance gaps. It seeks to determine whether a problem can be solved through training or if other organizational issues are to blame. By identifying what employees need to know and what they currently know, HR can design targeted interventions that address specific deficiencies. This ensures that training resources are used effectively to improve productivity and meet clear organizational objectives.

168. (A) Loging specific examples of effective and ineffective work behaviors.
The critical incident technique is a performance appraisal method where managers maintain a written log of specific, observable examples of an employee's work behavior. These incidents represent particularly effective or ineffective actions that significantly impact job outcomes. By focusing on actual behaviors rather than vague personality traits, this method provides objective evidence for the appraisal and offers clear, concrete feedback for employee development. It helps reduce rater bias by ensuring evaluations are based on documented performance throughout the entire appraisal cycle.

169. (C) Systematic and defensible framework for determining job worth.
The point method of job evaluation provides a highly structured and analytical framework for determining the relative value of various roles within an organization. By assigning numerical points to standardized compensable factors like skill and responsibility, it creates an objective basis for the pay hierarchy. This systematic approach is highly defensible because it relies on quantifiable data rather than subjective judgment. It ensures internal equity and allows the organization to clearly explain the rationale behind its compensation decisions to employees.

170. (A) Conducting salary and wage surveys.
External equity is the perceived fairness of an organization's pay rates compared to what other employers in the same labor market offer for similar work. To achieve this, companies conduct salary and wage surveys to benchmark their compensation against competitors. This data allows HR to adjust pay scales to ensure they are competitive enough to attract and retain top talent. Maintaining external equity is crucial for reducing turnover and ensuring the organization remains a desirable place to work in a competitive industry.

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171. (D) A year-end bonus tied to company profitability.
An incentive plan is designed to provide variable compensation that is directly linked to performance outcomes, such as a year-end bonus based on company profits. This financial reward motivates employees to work toward the organization's success and provides a clear link between their efforts and their pay. In contrast, monthly base salaries, health insurance, and pension plans are either fixed compensation or benefits that do not fluctuate based on specific short-term performance targets. Incentives are a key tool for driving productivity.

172. (B) Long-term succession planning for critical leadership roles.
Succession planning is a strategic HR process focused on identifying and developing high-potential employees to fill key leadership positions in the future. By creating a talent pipeline, organizations ensure they are prepared for the eventual departure of senior executives through retirement or resignation. This proactive approach minimizes operational disruption and ensures leadership continuity. It also serves as a strong motivator for ambitious employees by providing clear career progression paths and demonstrating the organization's commitment to their professional growth and advancement.

173. (C) Shifting social, demographic, and technological external environments.
The emergence of new trends in HRM, such as managing diversity and work-life balance, is

primarily driven by significant changes in the external environment. Shifting demographics, including more women and diverse generations in the workforce, require new management strategies. Simultaneously, technological advancements and remote work tools have blurred the boundaries between personal and professional life. These environmental pressures force organizations to adapt their HR policies to attract and retain talent in a rapidly changing and highly competitive global marketplace.

174. (D) 1, 2, 3 and 4
A thorough job analysis utilizes multiple sources of information to ensure accuracy and completeness. The employees currently performing the job provide a firsthand perspective on daily tasks, while their supervisors offer a broader view of the role's objectives and performance standards. External job analysts can provide an objective, standardized assessment. Additionally, existing job descriptions and documentation serve as a useful starting point. Combining data from all these valid sources helps in creating a comprehensive and reliable profile of the role.

175. (A) P-3, Q-4, R-1, S-2
Human resource planning involves demand and supply forecasting, while compensation management relies on job evaluation to determine pay structures. Selection utilizes tools like aptitude tests to assess candidates, and managing careers is closely linked to succession planning for future talent needs. These connections demonstrate how different HR functions use specific activities and concepts to achieve their goals. Understanding these relationships is essential for a cohesive and strategic approach to managing human capital effectively throughout the entire employee lifecycle.

176. (B) The alignment of HR practices with organizational goals.
A key component of the conceptual framework of HRM is its strategic focus on aligning all human resource practices with the organization's overarching goals. This means that activities like recruitment, training, and compensation are not isolated administrative tasks but are designed specifically to support the company's business objectives. By ensuring that people management strategies directly contribute to the realization of the mission, HRM becomes a vital partner in organizational success. This alignment ensures the effective use of human capital as a competitive resource.

177. (B) Forecasted surplus of employees.
A hiring freeze is a temporary HR strategy implemented when an organization forecasts a surplus of employees or needs to cut costs quickly. By stopping all recruitment and external hiring, the company can naturally reduce its workforce size through attrition, such as retirements and resignations, without resorting to painful involuntary layoffs. This approach helps the organization align its staffing levels with its current economic reality or a reduced operational demand, while maintaining better morale among the existing workforce.

178. (A) Employees might inflate the importance of their daily work tasks.
A significant limitation of using interviews for job analysis is the potential for employee bias and exaggeration. Workers may naturally want to make their roles appear more complex or important than they actually are, often in the hope of securing higher pay or more status. This can lead to inaccurate data and flawed job descriptions. To mitigate this risk, analysts should cross-reference interview results with other methods, such as direct observation or questionnaires, to ensure a realistic and objective understanding of the job's duties.

179. (C) Favoritism shown to relatives or friends, regardless of merit.
Nepotism in recruitment is the practice of hiring or promoting individuals based on their personal relationships with current employees or management, rather than on their actual skills and qualifications. This favoritism can lead to a less competent workforce and demotivate high-performing employees who are passed over for positions. It also creates a culture of unfairness and can harm the organization's reputation. Modern HR practices emphasize merit-based recruitment to ensure that the most qualified candidates are selected for every role.

180. (D) Measure a candidate's performance under intense situational pressure.

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A stress interview is a specialized selection technique designed to evaluate how a candidate maintains composure and problem-solving skills under pressure. The interviewer may use aggressive questioning, prolonged silences, or challenging scenarios to intentionally create an uncomfortable environment. This method is typically used for roles that involve high levels of stress, such as emergency services or high-stakes finance. It allows the organization to observe firsthand if the candidate has the emotional resilience and maturity required to succeed in a demanding professional setting.

181. (C) Departmental Induction/Onboarding
Departmental induction or onboarding focuses on the specific integration of a new employee into their immediate team and work unit. While general induction covers company-wide policies, the departmental phase clarifies team goals, introduces immediate coworkers, and explains informal communication channels. This process is essential for helping the hire understand their specific role within the group and building productive professional relationships. Effective departmental orientation reduces initial confusion and ensures that the new employee can contribute more quickly to their team's specific objectives and performance.

182. (B) Act out a scenario to practice skills in a simulated environment.
Role-playing is an active training technique where participants act out specific work-related scenarios to practice interpersonal and communication skills. It provides a safe, simulated environment for employees to experiment with different approaches to common challenges, such as handling a difficult customer or negotiating a contract. By receiving immediate feedback from trainers and peers, trainees can improve their confidence and technical proficiency. This hands-on method is particularly effective for developing soft skills that are difficult to teach through traditional lectures or case studies.

183. (A) Both A and R are true and R is the correct explanation of A.
Job evaluation is a systematic process used to determine the relative worth of different roles within an organization, forming the basis for internal pay equity. By objectively assessing jobs based on compensable factors, the company ensures that more complex and valuable positions receive higher compensation. This logical hierarchy of pay prevents perceptions of unfairness among the workforce. Therefore, the reason provided accurately explains why job evaluation is essential for creating a fair and defensible salary structure that recognizes the value of different organizational roles.

184. (A) Standard base pay for the specific role.
The standard base pay for a position is primarily determined by combining internal job evaluation data with external market rate information from salary surveys. Job evaluation establishes the role's relative worth within the company, while market rates ensure that the pay is competitive with other organizations. This fixed portion of compensation provides the employee with financial security and represents the value of the job's core duties. It forms the foundation of the total rewards package, upon which incentives and benefits are added.

185. (C) Employee development and career management
Providing tuition reimbursement is a significant organizational investment in an employee's long-term professional development and career management. By supporting advanced education, the company helps workers acquire high-level knowledge and skills that can benefit the firm in the future. This initiative demonstrates the organization's commitment to the employee's growth, which can increase loyalty and retention. It is a proactive approach to building human capital and ensuring that the workforce is prepared for increasingly complex and senior responsibilities within the organizational hierarchy.

186. (A) High levels of departmental and external partner collaboration.
The concept of a boundaryless organization, enabled by digital technology, signifies a move toward more flexible and collaborative organizational structures. It involves breaking down traditional silos between departments and fostering closer relationships with external partners like suppliers and customers. This approach emphasizes the free flow of information and shared goals rather than strict hierarchical

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226. (A) Increased early turnover and lower initial productivity.
A poorly planned or non-existent induction program poses a high risk of increased early turnover, as new hires may feel isolated, confused, and unsupported. This initial 'reality shock' can lead to decreased motivation and a quick exit from the organization. Furthermore, without proper guidance on roles and expectations, initial productivity is significantly lowered while the hire struggles to navigate the environment. Effective orientation is critical for mitigating these risks by fostering immediate engagement, social connection, and professional clarity, which protects the company's investment in recruitment.

227. (C) The line managers in partnership with their employees.
Modern performance management is most effective when it is a collaborative process owned by line managers and their employees, rather than being seen as a bureaucratic HR task. While the HR department provides the framework and tools, the actual cycle of goal-setting, feedback, and coaching happens daily between the supervisor and the worker. This partnership ensures that the process is relevant to actual work tasks and fosters a sense of accountability and commitment. It allows for real-time development and ensures that performance is consistently aligned with organizational goals.

228. (C) Public recognition as 'Employee of the Month'.
Non-financial or non-monetary incentives are rewards that motivate employees through psychological or social recognition rather than direct cash payments. Publicly recognizing someone as 'Employee of the Month' is a classic example, as it addresses the human need for status and appreciation within the workplace. While financial rewards like bonuses and commissions provide immediate economic value, non-monetary incentives often build deeper long-term motivation and commitment. They are cost-effective tools for HR to foster a positive culture and celebrate the contributions of high-performing staff members.

229. (B) Employees facing layoffs to assist with future employment.
Outplacement services are provided by organizations to employees who are being laid off, typically due to downsizing or restructuring. These services include career counseling, resume writing assistance, and job search support to help the affected individuals find new employment more quickly. Offering outplacement demonstrates corporate social responsibility and helps maintain the morale of the remaining workforce. It also protects the organization's reputation and can reduce the risk of legal action from departing staff. It represents a compassionate approach to managing difficult organizational transitions.

230. (D) Recruitment and talent attraction
Employer branding is a contemporary HR trend focused on promoting the organization as a highly desirable place to work to attract top-quality talent. Much like product branding, it involves communicating the company's unique values, culture, and benefits to the labor market. A strong employer brand helps the organization stand out from competitors, reduces recruitment costs, and increases the quality of applicants. It is a strategic effort to build a positive reputation that appeals to the specific types of professionals the company needs to achieve its long-term business goals.

231. (A) The process of assigning a selected candidate to a suitable job.
Placement is the specific HRM function of assigning a newly hired candidate to the most appropriate position within the organization. This process focuses on ensuring a high degree of person-job fit by matching the individual's verified skills and qualifications with the technical requirements of the role. Proper placement is essential for maximizing the hire's potential contribution and ensuring their professional satisfaction. It follows the selection phase and precedes induction, acting as a critical bridge to ensure that human capital is utilized effectively and efficiently.

232. (C) Similar-to-me Effect
The similar-to-me effect is an appraisal bias where a rater provides a more favorable evaluation to employees who share similar characteristics, such as attending the same university or having common personal interests. This subjective

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enhances the company's reputation as a desirable employer. While benefits do not directly increase daily output like incentives, they create a stable and committed workforce, which is essential for sustained organizational performance and reducing costly employee turnover.

194. (A) Offer guidance, advice, and support based on their own experience.
A mentor's role is to act as a trusted advisor who provides long-term guidance and support for an employee's professional growth. Drawing from their own career experience, mentors help individuals navigate organizational politics, identify developmental opportunities, and make informed career choices. This relationship is typically focused on broader career management rather than daily task supervision or formal performance appraisal. By fostering a learning partnership, mentoring helps develop the individual's professional identity and prepares them for future leadership roles and challenges within the organization.

195. (C) Green HRM
Green HRM involves the integration of environmental sustainability goals into an organization's human resource policies and practices. Initiatives like encouraging paperless work, promoting carpooling, and supporting community tree-planting efforts reflect a commitment to eco-friendly operations. By aligning HR functions with ecological objectives, companies can reduce their environmental footprint and enhance their corporate social responsibility profile. This approach also appeals to modern talent who value environmental stewardship, helping the organization attract and retain employees who share these important social and ecological values.

196. (D) Acquisition
The acquisition function of human resource management is specifically focused on the procurement of the right talent for the organization. This encompassing function includes human resource planning to identify staffing needs, recruitment to attract a diverse pool of applicants, and selection to identify the most qualified candidates. By ensuring the company possesses the necessary human capital, the acquisition function provides the essential foundation for all other HR activities and is critical for the organization's immediate and long-term operational success.

197. (C) Human Resource Planning
A skills gap analysis is a fundamental component of human resource planning that compares the organization's current human capital capabilities with the skills required to achieve future business goals. By identifying specific deficiencies in the existing workforce, HR can develop targeted strategies for recruitment, training, or external hiring to address those gaps. This proactive process ensures that the organization has the necessary talent available at the right time. It is essential for aligning workforce development with the company's overall strategic direction and success.

198. (B) Designing jobs that are more motivating and satisfying.
The Job Characteristics Model is highly relevant to job analysis because it identifies five core job dimensions—such as autonomy and feedback—that lead to critical psychological states in employees. By understanding these dimensions, HR can design roles that are inherently more motivating, satisfying, and productive. This application of job analysis focuses on job enrichment and high-performance work systems. It ensures that role requirements not only meet operational needs but also address the human need for meaningful work, which is essential for long-term employee engagement and retention.

199. (D) Hiring unsuitable staff, leading to low productivity and turnover.
A poorly managed selection process poses a significant risk of 'false positive' errors, where individuals who are unsuitable for a role are hired. This leads to reduced organizational productivity, increased workplace conflict, and high employee turnover as mismatched staff eventually leave or are terminated. The financial and operational costs of replacing employees are substantial, including recruitment expenses and lost productivity. Therefore, ensuring the validity and reliability of selection methods is critical for protecting the organization's human capital investment and overall business performance.

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213. (C) A continuous process
Performance management differs fundamentally from traditional performance appraisal because it is a continuous, year-round cycle rather than an isolated annual event. It involves ongoing dialogue, consistent feedback, and regular adjustments to goals as business needs change. This proactive approach focuses on real-time employee development and performance improvement, rather than just documenting past behavior for a final grade. By maintaining a constant focus on growth and alignment, performance management ensures that the organization remains agile and that employees are consistently supported in their professional journey.

214. (B) The level of skill required for the job.
Compensable factors are specific job characteristics that an organization values and chooses to base its pay structure upon, such as the level of skill required for a role. These factors are objective and relate directly to the job's demands rather than the personal characteristics of the employee, like age or gender. By assessing positions based on skill, responsibility, and effort, job evaluation can determine their relative worth in a fair and systematic manner. This ensures that compensation is tied to the actual value a role provides to the firm.

215. (D) Group gainsharing plan
The Scanlon Plan is a classic example of a group gainsharing incentive program. It encourages employee participation and teamwork by sharing the financial gains from improved productivity or cost savings with the entire workforce. The plan typically uses a specific formula to measure these operational improvements and distributes the resulting bonuses fairly among the group. By linking financial rewards to collective effort, the Scanlon Plan fosters a sense of ownership and motivates employees to find innovative ways to work more efficiently for the benefit of the entire organization.

216. (A) 1, 2 and 3 only
Effective organizational support for career management involves providing transparent information about job openings and potential career paths. It also includes offering career counseling and professional workshops to help employees identify their goals. Mentoring programs are another key component, where experienced leaders guide newer staff. Conversely, basing all promotions solely on seniority or discouraging lateral moves are outdated practices that hinder modern career development. Instead, organizations should prioritize merit and flexibility to foster a capable, motivated, and agile workforce that can meet evolving strategic challenges.

217. (C) Rapid technological change and automation.
The need to reskill and upskill the workforce is a direct result of rapid technological advancements and the increasing use of automation in the workplace. As traditional job roles are transformed or eliminated by digital tools, employees must acquire new competencies to remain productive and employable. This creates a significant challenge for HR to identify emerging skill requirements and implement effective training programs. Organizations that proactively invest in their human capital to adapt to these shifts gain a competitive advantage and ensure a more resilient and versatile workforce.

218. (A) Employee commitment, development, and self-regulation.
The 'soft' model of HRM emphasizes the importance of employee commitment, professional development, and self-regulation. It treats the workforce as a vital strategic resource and views staff as active partners in organizational success. This approach focuses on building trust and motivation through supportive policies and empowering leadership. In contrast, the 'hard' model focuses on strict control, cost minimization, and treating people as a resource to be managed purely for efficiency. The soft model aims to create a more engaged and satisfied workforce that contributes to long-term organizational viability.

219. (A) Both A and R are true and R is the correct explanation of A.
Job analysis serves as the fundamental building block of HRM because it provides the essential data needed for almost every other HR function. By identifying the specific tasks and requirements of a role, it informs recruitment efforts, determines selection criteria, and guides training program design. It also establishes the basis for

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to behave in ways that drive organizational performance. This alignment ensures that people management activities are not contradictory but work together to fulfill the company mission.

207. (A) Investment in development programs for upskilling current staff.
Upskilling and development programs are effective long-term strategies for addressing forecasted employee shortages. Rather than relying solely on external recruitment, organizations can invest in their current workforce to bridge skill gaps and prepare employees for future needs. This proactive approach builds institutional knowledge, increases employee loyalty, and ensures a sustainable internal talent pipeline. While overtime and temporary hiring provide short-term relief, systematic development ensures that the organization possesses the necessary human capital to meet long-term strategic goals and adapt to changing market demands.

208. (B) Enrichment adds responsibility/autonomy while enlargement adds tasks.
Job enrichment and job enlargement are both methods used in job design to improve employee motivation, but they function differently. Enrichment is a vertical expansion that adds more responsibility, autonomy, and control to the role, providing the employee with greater psychological growth. Enlargement is a horizontal expansion that simply adds more tasks of a similar nature and level to the job without increasing responsibility. While enlargement reduces boredom by providing variety, enrichment addresses the human need for meaningful work and self-actualization through increased professional challenge.

209. (B) Providing an honest view of both job positives and negatives.
A realistic job preview is a recruitment technique that provides candidates with an honest and balanced view of both the positive and negative aspects of a position. By sharing information about challenging tasks or difficult working conditions along with the benefits, organizations allow applicants to make informed decisions about their fit. This transparency reduces the likelihood of 'reality shock' after hiring, leading to higher job satisfaction and significantly lower early employee turnover. RJPs help ensure that those who accept the role are truly prepared for its demands.

210. (A) "Are you legally authorized to work in this country?"
Knockout questions are used during preliminary screening to immediately identify if a candidate meets the absolute essential requirements for a position. A question about legal work authorization is a classic example, as an organization cannot legally hire someone who does not possess it. These questions allow HR to efficiently filter out unqualified applicants before spending time and resources on more in-depth interviews. They focus on objective, non-negotiable criteria that are necessary for employment, ensuring the selection process remains compliant and focused on viable candidates.

211. (C) Confirming that their decision to join the company was a good one.
Cognitive dissonance often occurs when a new hire begins to doubt their decision to join an organization, especially if the transition is difficult. An effective induction program mitigates this by providing immediate support, clarifying expectations, and reinforcing the company's value proposition. By creating a welcoming environment and confirming the positive aspects of the role, the program reduces the employee's internal conflict and uncertainty. This reassurance is vital for building initial commitment and ensuring that the new hire feels confident and motivated during their integration.

212. (D) Enhance organizational capabilities and competitiveness.
A modern performance management system is a strategic tool designed to enhance the overall capabilities and competitiveness of an organization. By aligning individual and team efforts with high-level business goals, it ensures that every employee contributes effectively to the firm's success. This continuous process of goal-setting, feedback, and development builds a more skilled and motivated workforce. Rather than just being an administrative task, it serves as a driver of organizational agility and performance, which is essential for maintaining a competitive advantage in a dynamic global marketplace.

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panel members hear the same responses. While it can be more stressful for the candidate, it provides a more balanced hiring decision.

239. (B) The extent to which trainees apply what they learned back on the job.
Evaluation at the behavior level in Kirkpatrick's model focuses on the transfer of learning from the training environment back to the actual workplace. It measures whether trainees have changed their job behaviors as a result of the program. This assessment is critical because it indicates whether the training has led to practical improvements in performance. Collecting this data often involves follow-up observations or feedback from supervisors and peers. It provides much stronger evidence of training effectiveness than simply measuring participant satisfaction or initial knowledge gain.

240. (A) Both A and R are true and R is the correct explanation of A.
A lead-the-market compensation strategy, where a company pays above average, is a powerful tool for attracting and retaining top-tier human capital. By offering higher financial rewards, the organization becomes an employer of choice, making it easier to recruit the best talent in the industry. Furthermore, superior pay significantly reduces the likelihood that high-performing employees will leave for competitors, thereby lowering turnover costs. Therefore, the reason provided accurately explains why this strategic approach to compensation leads to a more stable and high-quality workforce that drives organizational success.

241. (A) A move towards greater employee choice and customization.
Flexible or cafeteria-style benefit plans reflect a modern trend in HRM toward greater customization and employee choice. These plans recognize that a diverse workforce has varying personal needs, allowing individuals to select the combination of benefits—such as extra vacation or specific insurance—that provides them with the most value. This personalized approach increases employee satisfaction and demonstrates the organization's respect for individual differences. By offering flexibility, companies can improve their recruitment and retention efforts and build a more engaged and loyal workforce in a competitive labor market.

242. (C) A shared responsibility between the individual employee, the manager, and the organization.
Managing a professional career is most effective when it is viewed as a shared responsibility. The individual employee must take the initiative to identify their goals and seek development. The immediate manager provides essential feedback, coaching, and advocacy for the employee's growth. Simultaneously, the organization provides the structural support through transparent career paths, training programs, and fair policies for advancement. This collaborative approach ensures that career development efforts are aligned with both personal aspirations and the organization's long-term talent requirements and succession needs.

243. (D) Product pricing and marketing strategy
The conceptual framework of HRM includes core functions like human resource planning, recruitment, selection, and performance management, all of which focus on managing an organization's people. Product pricing and marketing strategy, however, are functions of the marketing and finance departments and are not part of the HRM framework. While HR must align its people strategies with the company's overall business goals, its direct responsibility remains the strategic acquisition, development, and maintenance of the workforce, rather than operational decisions regarding product markets.

244. (C) Gap analysis
Gap analysis is the specific phase of human resource planning where managers compare the forecasted demand for labor with the projected internal supply. By identifying the difference between the number of employees needed and those currently available, the organization can pinpoint exactly where shortages or surpluses will occur. In this case, finding a shortage of 50 developers is the direct outcome of this comparison. This crucial finding informs subsequent action plans, such as aggressive recruitment or internal training programs, to ensure the organization meets its staffing requirements.

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job evaluation and fair compensation structures. Therefore, the reason provided accurately justifies why job analysis is crucial: without its comprehensive insights, the organization cannot effectively manage its acquisition, development, or maintenance of high-quality human resources.

220. (B) P-2, Q-3, R-4, S-1
The halo effect occurs when one positive trait influences all other ratings, while the recency effect focuses on recent actions rather than the entire period. Central tendency is the error of avoiding extreme scores and rating most employees in the middle. Leniency error involves consistently giving undeservedly high ratings to all staff. These pairings illustrate common cognitive biases in performance appraisal. Understanding and mitigating these errors is essential for ensuring that evaluations are accurate, fair, and provide meaningful feedback for employee development and organizational decision-making.

221. (C) Maintenance of employees
The hot stove rule of discipline is a concept within the maintenance function of HRM, designed to ensure a fair and effective disciplinary process. It suggests that disciplinary action should be immediate, consistent, impersonal, and provide a clear warning, much like the experience of touching a hot stove. By following these principles, managers can correct problematic behavior without causing resentment or perceptions of unfairness. This maintenance activity is vital for protecting organizational standards, ensuring safety, and maintaining a productive and respectful work environment for all employees.

222. (D) Human Resource Planning (Supply Forecasting)
A replacement chart is a visual tool used in supply forecasting within human resource planning to identify potential internal successors for key organizational positions. It maps out current job holders and their likely replacements, noting each individual's readiness and performance level. This proactive approach helps managers visualize their internal talent pipeline and prepare for future vacancies due to retirements or promotions. It is essential for succession planning, ensuring leadership continuity and reducing the need for urgent external hiring when critical roles become unexpectedly vacant.

223. (A) Clarification of role expectations to reduce overall ambiguity.
The most significant advantage of a detailed job description is the clarity it provides regarding an employee's specific tasks, duties, and responsibilities. By explicitly outlining role expectations, the organization reduces ambiguity and prevents confusion that can lead to poor performance or workplace conflict. This document ensures that both the employee and their supervisor have a shared understanding of what constitutes successful performance. It serves as a foundational reference for recruitment, appraisal, and organizational design, making the entire HR process more transparent and efficient.

224. (B) Eliminates unqualified applicants completely
E-recruitment offers significant benefits, such as a wider geographical reach, lower costs per hire, and faster response times from candidates. However, it does not completely eliminate unqualified applicants. In fact, because it is often very easy to apply online, organizations frequently experience a large volume of low-quality or irrelevant applications that must still be screened. While digital tools can help with automated filtering, HR must still implement robust selection processes to identify the best candidates from the massive influx of diverse electronic submissions.

225. (B) Identifying managerial potential and for high-level promotions.
Assessment centers are sophisticated, multi-day selection programs that utilize a variety of simulation exercises, tests, and interviews to evaluate candidates' behavior. They are primarily used for identifying managerial potential or for making decisions regarding high-level internal promotions. Because they provide a comprehensive and high-fidelity view of a candidate's practical leadership and decision-making skills, they have high predictive validity for future success in complex roles. This thorough assessment ensures that the organization selects individuals who possess the advanced competencies needed for senior management responsibilities.

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200. (A) To conduct the final negotiation of the employee's salary.
Placement and induction are focused on the integration and functional alignment of a new employee, rather than on financial negotiations. Salary negotiation typically occurs earlier in the selection process, before the formal job offer is accepted. The primary purposes of placement and induction are to ensure a good match between the individual and their job, provide essential organizational information, and help the new hire feel welcome. These functions are critical for social and professional integration, helping to reduce initial anxiety and improve early productivity.

201. (C) The case study method
The case study method is particularly effective for developing advanced managerial skills like complex problem-solving and strategic decision-making. By analyzing real or simulated business scenarios, participants must identify core issues, evaluate potential solutions, and defend their conclusions. This approach encourages critical thinking and allows managers to practice handling high-stakes situations in a risk-free environment. It provides a more practical and engaging learning experience than traditional lectures, helping leaders develop the analytical competencies required for effective management in a dynamic organizational setting.

202. (A) Point Method
Compensable factors are the central components of the point method of job evaluation. This quantitative approach involves breaking roles down into key dimensions that the organization values and is willing to pay for, such as skill, effort, responsibility, and working conditions. Each factor is assigned numerical points based on its importance and level of complexity within the job. By summing these points, the relative worth of various positions can be determined objectively, providing a systematic and defensible basis for the pay hierarchy.

203. (D) Incentives
A compensation mix that emphasizes large performance-based bonuses is focusing on the incentive component of total rewards. These financial payments are designed to motivate high performance by providing a clear link between work output and financial gain. While the base salary provides security, the incentives encourage employees to exceed targets and contribute directly to the organization's profitability. This approach is common in sales and executive roles where individual or team results are measurable and have a significant impact on the company's overall business success.

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204. (B) Personal Career Management
When an employee proactively seeks out challenging assignments, volunteers for new projects, and pursues additional training, they are actively engaged in personal career management. This self-driven approach involves taking responsibility for one's own professional growth and skill development. By consistently expanding their competencies and visibility within the organization, individuals increase their value as human capital and prepare themselves for future advancement opportunities. While organizations provide the platform, the initiative shown by the employee is essential for long-term career satisfaction and professional success.

205. (C) The impact of technology on recruitment.
The use of social media platforms like LinkedIn for candidate sourcing and vetting is a major trend illustrating the profound impact of technology on modern recruitment. These digital tools allow HR professionals to access a global pool of active and passive talent, conduct preliminary research on candidates, and build employer brands more effectively. This shift toward e-recruitment streamlines the hiring process, reduces administrative costs, and provides more data for decision-making. It highlights the transition from traditional paper-based methods to a more dynamic and technologically integrated approach to talent acquisition.

206. (A) Mutual supportiveness of HR policies as seen in innovation rewards.
The conceptual framework of HRM emphasizes that various human resource policies must be integrated and mutually supportive to achieve strategic success. For instance, if an organization's business strategy focuses on innovation, its HR policies should logically reward creativity and risk-taking. When recruitment, training, and compensation all consistently support the same strategic objective, the workforce is more likely

judgment can lead to unfairness, as the appraisal is based on personal affinity rather than objective work performance. Such biases undermine the accuracy of the performance management system and can lead to flawed decisions regarding promotions and rewards. Organizations must train managers to recognize and mitigate these biases to ensure fair and merit-based assessments.

233. (C) 1, 2, 3 and 4 only
A comprehensive compensation management system serves multiple strategic functions, including attracting talent through competitive pay and retaining them through fair reward structures. It also acts as a primary motivator by linking pay to performance and ensures equity through internal job evaluation and external market benchmarking. In contrast, viewing it as a purely administrative task unrelated to strategy is an outdated perspective. Modern compensation is a strategic tool designed to influence employee behavior and directly support the realization of the organization's overarching business objectives.

234. (D) Holding onto one's accomplishments and preparing for retirement.
The maintenance stage of a career is typically a period of professional stability where individuals focus on sustaining their performance and holding onto their established accomplishments. During this phase, employees often mentor others and contribute their deep institutional knowledge to the organization. While growth may slow down compared to earlier stages, the focus shifts toward consistency and long-term security. Eventually, this stage transitions into preparing for retirement, where the individual begins to plan for their eventual exit from the active workforce and a life after their professional career.

235. (B) It requires managing non-traditional and freelance workforces.
The gig economy presents a significant challenge to traditional HRM because it involves managing a diverse workforce composed of freelancers, independent contractors, and short-term project workers rather than just full-time employees. This shift requires HR to adapt its policies regarding recruitment, engagement, and performance monitoring for non-traditional roles. It also creates complexities in benefits administration and legal compliance. Organizations must find new ways to integrate these flexible workers into their culture and strategic planning to maintain operational agility while ensuring a consistent quality of human capital.

236. (C) Strategic Human Resource Management (SHRM)
Strategic Human Resource Management involves the proactive integration of all human resource practices with the organization's overarching business strategy. This approach ensures that people management activities, such as talent acquisition and development, directly support the achievement of competitive advantage and long-term goals. Rather than being a separate administrative unit, the HR function acts as a strategic partner that influences business decisions based on human capital needs. SHRM transforms HR into a vital contributor to organizational success, ensuring that the workforce is a key driver of growth.

237. (A) Both Statement I and Statement II are true.
Job enrichment and job enlargement are both important job design techniques used to enhance employee motivation. Enrichment is a vertical expansion that adds more responsibility, autonomy, and decision-making authority to a role, addressing the human need for professional growth. Enlargement is a horizontal expansion that adds more tasks of a similar nature and level to a job to provide more variety and reduce boredom. Both statements correctly define these concepts, illustrating how organizations can restructure work to improve employee satisfaction, engagement, and overall organizational productivity.

238. (A) The candidate being interviewed by a group of interviewers at the same time.
A panel interview is a selection technique where a single candidate is interviewed by a group of evaluators simultaneously. This group often includes representatives from different departments, such as HR, the immediate supervisor, and potentially a peer. This approach allows the organization to gain multiple perspectives on the candidate's suitability and reduces individual rater bias. It also ensures a more thorough and consistent assessment, as all

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control. For HR, this means managing teams that are geographically dispersed and encouraging a culture of cross-functional cooperation to improve innovation and responsiveness in a dynamic global market.

187. (D) Procuring the right number and type of people to fill jobs in the organization.
The acquisition function of HRM is primarily concerned with the procurement of high-quality talent to meet the organization's staffing needs. This involves human resource planning to forecast demand, recruitment to attract candidates, and selection to identify the best fit. By ensuring that the company has the right number of people with the necessary skills in every position, the acquisition function provides the essential human capital required for operational success. It is the initial phase of building a productive and capable organizational workforce.

188. (B) Forecasting a demand for employees with new, specialized skills.
When a company moves into a new, high-tech market, its human resource planning must focus on identifying the specific technical competencies required for success in that arena. This typically results in forecasting a demand for employees with new and specialized skills that the current workforce may not possess. The organization will need to develop strategies for external recruitment of experts and internal training for existing staff to bridge the talent gap. This ensures the company has the human capital necessary to compete effectively in its new venture.

189. (C) Performance Appraisal
Job analysis is a systematic process of gathering information about a job's duties and requirements using methods like interviews, observation, and questionnaires. These techniques focus on understanding the role itself. Performance appraisal, however, is a separate HR function focused on evaluating the actual work output of the individual holding the job. While appraisal data might occasionally provide insights, it is not a primary method for the initial collection of job analysis information, which is intended to define the job's structural and human requirements.

190. (C) 1, 2 and 3 only
External recruitment offers access to a wider talent pool but comes with significant disadvantages. It is often more expensive and time-consuming than internal hiring. Furthermore, it can demotivate existing employees who are passed over for promotions, potentially leading to lower morale and higher turnover among current staff. New hires from outside also face a period of adjustment to the company culture. However, the claim that it fails to bring in new ideas is incorrect, as external recruitment is actually used to stimulate fresh perspectives.

191. (A) 4, 2, 1, 3
Kirkpatrick's model evaluates training at four escalating levels, starting with reaction, which measures participant satisfaction. The next level is learning, assessing the knowledge acquired. This is followed by behavior, which evaluates whether the new skills are applied back on the job. The highest level is results, measuring the ultimate impact on organizational goals like productivity or profit. Moving from lower to higher levels requires more complex data collection but provides more valuable insights into the actual strategic value and ROI of the training program.

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192. (A) 1, 2 and 3 only
Performance management is a dynamic, continuous process that aligns individual goals with organizational strategy to drive long-term success. It focuses on the future development and growth of employees through regular feedback and coaching. Unlike a one-time annual appraisal used solely for pay raises, it is an ongoing commitment to enhancing performance. This proactive approach ensures that the workforce remains capable and motivated. Statements emphasizing it as an isolated event or only a tool for salary decisions are incorrect descriptions of this modern HR function.

193. (B) Enhancing security and well-being to foster loyalty.
A primary goal of providing employee benefits is to improve the security and overall well-being of the workforce. By offering health insurance, retirement plans, and wellness programs, organizations address the long-term needs of their employees. This commitment to worker welfare fosters deep organizational loyalty and

245. (B) It sets the foundation for most other HR functions.
Job analysis is arguably the most critical HR activity because it provides the essential data that forms the foundation for almost every other people management function. By detailing the tasks and requirements of a role, it allows for the creation of accurate job descriptions, valid selection criteria, and targeted training programs. It also provides the analytical basis for fair job evaluation and equitable compensation structures. Without the comprehensive insights from a high-quality job analysis program, subsequent HR activities would lack the empirical basis needed for organizational effectiveness and fairness.

246. (D) The line manager or supervisor of the vacant position.
While the HR department facilitates the recruitment and preliminary screening phases, the final hiring decision should ideally rest with the line manager or supervisor of the vacant role. This is because the immediate supervisor has the deepest understanding of the job's technical requirements and the specific team dynamics. They will also be responsible for the new hire's performance and development. Ensuring the line manager makes the final choice increases their commitment to the employee's success and helps ensure a better functional and professional fit within the work unit.

247. (A) Facilitate the smooth integration of the new employee into the organization.
The most important objective of an induction program is to ensure the smooth social and professional integration of a new hire into the organization. By providing essential information about company culture, policies, and role expectations, the program reduces initial anxiety and reality shock. It helps the employee build early connections and understand how they contribute to the broader mission. This foundational support is critical for fostering long-term engagement, improving early productivity, and increasing the overall likelihood that the new employee will remain with the organization.

248. (C) Performance Management
A system characterized by continuous dialogue and ongoing feedback between a manager and their employee is a core feature of performance management. Unlike a traditional appraisal, which is often an isolated and reactive annual event, performance management is a proactive and comprehensive process. It focuses on constant goal alignment, real-time coaching, and long-term professional development. This continuous approach ensures that performance issues are addressed immediately and that employee efforts remain consistently directed toward achieving the organization's strategic objectives, fostering a culture of continuous improvement.

249. (A) A more data-driven and evidence-based approach to people management.
The rise of HR analytics represents a significant shift in HRM toward a more objective, data-driven, and evidence-based approach to managing human capital. By applying statistical modeling and data mining to employee information, organizations can make more accurate predictions about trends like turnover and high-potential talent. This moves HR beyond subjective intuition toward measurable analysis that can demonstrate the direct impact of people management on business results. It allows for more sophisticated decision-making and ensures that HR strategies are grounded in empirical evidence and organizational data.

250. (A) The process of assigning a selected candidate to a suitable job.
Placement is the specific HRM function that involves assigning a newly hired candidate to the most appropriate position based on their identified skills and qualifications. This stage ensures an optimal person-job fit, which is essential for maximizing the hire's productivity and professional satisfaction. By aligning the individual's technical profile with the job's specific requirements, the organization ensures its human capital is utilized effectively. Placement serves as a critical bridge between the initial selection process and the social integration phase of the employee's orientation.

251. (B) HRM is proactive and strategic, whereas personnel management was primarily reactive and administrative.
Traditional personnel management typically focused on reactive administrative duties and maintaining employee records to ensure compliance. In contrast, the modern framework

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(A) HRD climate is about shared values, while HRD culture is about perceptions of policies and practices.
(B) Climate refers to employee perceptions, while culture represents the deeper, shared values driving them.
(C) HRD climate refers to the 'what' of the development environment, while HRD culture refers to the 'why'.
(D) There is no significant difference; the terms are used interchangeably.

17. A Human Resource Information System (HRIS) is best defined as:
(A) A traditional manual filing system used for employee personnel records.
(B) Software or online solutions for data entry, tracking, and information needs.
(C) A communication platform used exclusively for internal HR department messaging.
(D) A system utilized only for the recruitment and hiring of new employees.

18. In the context of IHRM, which of the following is a key reason for conducting cross-cultural studies?
(A) To understand how cultural differences can affect business practices and behavior.
(B) To attempt to prove the inherent superiority of one culture over another.
(C) To create a single, uniform global culture and identity within an organization.
(D) To minimize the strategic need for international assignments and expatriates.

19. Arrange the following phases of the Action-Research Model in the correct sequence.
1. Evaluation of the action
2. Diagnosis of a problem
3. Taking action to solve the problem
4. Data gathering and preliminary diagnosis
5. Post-action data gathering

(A) 2, 4, 3, 1, 5
(B) 4, 2, 3, 5, 1
(C) 1, 2, 3, 4, 5
(D) 2, 3, 4, 1, 5

20. A multinational corporation (MNC) that treats the entire world as a single market and attempts to hire the best person for a job, regardless of nationality, is following which IHRM approach?
(A) Ethnocentric
(B) Polycentric
(C) Geocentric
(D) Regiocentric

21. Which of the following pairs is INCORRECTLY matched?
(A) Tacit Knowledge : Personal, hard to articulate knowledge
(B) Explicit Knowledge : Codified knowledge found in documents and databases
(C) HRD Mechanism : Increased organizational effectiveness
(D) HRD Audit : A comprehensive evaluation of the HRD function

22. A company is facing high employee turnover. An HRD specialist is hired to investigate the root causes and suggest solutions. The specialist begins by interviewing employees and managers and analyzing exit interview data. This initial step aligns with which phase of the Action-Research model?
(A) Action taking
(B) Diagnosis
(C) Evaluation
(D) Follow-up

23. Which of the following is NOT a primary function of an integrated Human Resource Information System (HRIS)?
(A) Payroll and benefits administration
(B) Applicant tracking and recruitment
(C) Performance appraisal and training records management
(D) Production and operations management

24. Identify the correct assessment of the following statements about IHRM and sustainable business:
(a) IHRM practices have no impact on a company's social and environmental sustainability.
(b) Sustainable IHRM involves developing talent and leaders who are aware of and can manage social and environmental challenges.
(c) A focus on short-term financial performance is the core of sustainable business practices in IHRM.
(d) IHRM can contribute to sustainability by

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260. (A) Analyzing the organization's strategic goals and objectives.
Human resource planning is an integral part of strategic management that begins with a clear understanding of the organization's long-term vision. The starting point involves analyzing strategic goals and objectives to derive future workforce needs. This foundational step ensures that all subsequent forecasting and planning activities remain relevant to the broader business mission and direction.

261. (D) A Job Description details the tasks of the job, whereas a Job Specification outlines the qualifications of the person.
A job description provides a written narrative of the specific tasks, duties, and responsibilities associated with a position. Conversely, a job specification details the human qualifications, such as knowledge, skills, and abilities, required for an individual to perform those duties successfully. Together, they clarify both the nature of the work and the ideal candidate requirements.

262. (B) Using the Job Specification's KSAOs to create criteria for selecting candidates.
The information gathered during analysis serves as a foundation for various other functions, particularly selection. By using the knowledge, skills, and abilities outlined in the job specification, managers can establish clear criteria for evaluating applicants. This ensures that the most qualified individuals are chosen for the role based on requirements established during the analysis phase.

263. (C) Tasks, Duties, and Responsibilities.
The acronym used in the context of a job description refers specifically to tasks, duties, and responsibilities. These three elements form the core of the document, providing a comprehensive profile of what the job entails. Detailing these aspects helps managers and employees understand the specific expectations and daily activities required for a particular organizational role.

264. (D) human qualifications needed for the job.
The job specification focuses on the human element by delineating the minimum acceptable qualifications required for successful performance. This includes specific knowledge, skills, abilities, and other personal characteristics that a candidate must possess. While descriptions focus on the job itself, these qualifications describe the ideal profile of the person who should occupy the role.

265. (A) The Job Description.
To understand the specific duties of a role and how it interacts with other positions, a manager should consult the job description. This document details what the job entails, how it is performed, and its relationship to the broader organizational structure. It provides the necessary narrative overview of the tasks and duties assigned to a specific seat.

266. (B) Because it aims to attract a large and diverse pool of applicants.
Recruitment is considered a positive action because its primary objective is to generate interest and attract a wide range of qualified applicants. By reaching out to potential candidates, the organization builds a pool of talent for consideration. This phase focuses on expansion and inclusion rather than elimination, encouraging diverse individuals to apply for open organizational positions.

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267. (B) It involves choosing the best-suited candidates by screening out the unsuitable ones.
While recruitment is a positive process aimed at attracting many applicants, selection is characterized as a negative screening process. It involves evaluating and choosing the most suitable candidates by systematically eliminating those who do not meet the job requirements. This methodology ensures the final candidate matches the specific criteria defined in the job specification for that role.

268. (A) Recruitment, Selection, Placement, Induction.
The staffing process follows a logical sequence of activities to ensure effective employee integration. It starts with recruitment to generate applicants, followed by selection to choose the best candidate. Afterward, placement occurs to assign the individual to a specific role, and finally, induction introduces the new employee to the company culture, policies, and various operational procedures.

externally competitive, allowing the organization to attract, motivate, and retain top talent effectively.

286. (D) Benefits are indirect compensation for security, while incentives are direct rewards for performance.
Benefits and incentives serve different purposes within a total rewards strategy. Benefits are indirect, non-cash forms of compensation, such as health insurance, intended to provide employee security and well-being. Incentives, however, are direct, variable rewards contingent upon achieving specific performance outcomes. While benefits provide stability for all eligible employees, incentives motivate specific results through performance-linked financial rewards.

287. (C) attract and retain employees by enhancing their security and well-being.
The primary goal of offering employee benefits is to enhance the overall well-being and security of the workforce. By providing indirect compensation like retirement plans and health insurance, organizations create an attractive employment package. This helps the organization attract high-quality candidates and retain existing staff by providing a stable foundation of support that is independent of individual performance.

288. (B) A bonus awarded for achieving a specific project goal.
Incentives are direct rewards that depend on reaching pre-determined targets or outcomes. A bonus given for the successful completion of a specific project goal perfectly illustrates this concept. Unlike benefits like insurance or vacation time, which are generally guaranteed, this type of compensation is variable and directly linked to the effort and results achieved by the employee.

289. (D) The receipt and amount of the incentive depend on achieving specific goals.
Describing incentives as variable and contingent means that they are not guaranteed to all employees. Instead, the payment and final amount depend entirely on the achievement of specific individual, team, or organizational goals. This structure introduces a performance-based element to the compensation package, directly rewarding those who meet or exceed the benchmarks set by the management team.

290. (A) By balancing the security of benefits with the motivational drive of incentives.
In a comprehensive total rewards strategy, benefits and incentives work together to address different employee needs. Benefits provide a necessary foundation of security and stability, which helps in retention. Incentives add a motivational drive by rewarding specific performance achievements. Balancing these two components allows an organization to maintain a secure workforce while simultaneously encouraging high levels of productivity.

291. (C) Individual career planning and organizational career management.
Career management is a dual-perspective process that integrates the needs of both the individual and the organization. It encompasses personal career planning, where employees set growth goals, and organizational career management, where the company ensures a future supply of talent. This integration is essential for aligning personal aspirations with the strategic requirements of the business for long-term growth.

292. (A) To ensure a future supply of talent through career paths and succession planning.
From an organizational perspective, the objective of career management is to ensure leadership continuity and a steady supply of skilled talent. By creating structured career paths and robust succession plans, the organization identifies and prepares employees for key future roles. This proactive approach helps retain valuable talent and ensures the company is prepared to meet long-term strategic challenges.

293. (D) Offering career counseling and mentorship programs.
Organizations can facilitate individual career planning by providing supportive tools and programs. Examples include offering professional career counseling, implementing mentorship opportunities, and providing self-assessment tools. These initiatives help employees identify their career goals and the necessary steps to achieve them. Such support creates a sense of value and encourages employees to see a future within the organization.

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These include planning work and setting clear expectations, continuously monitoring progress, and developing the capacity to perform. Additionally, it involves periodic ratings and the rewarding of good performance. This comprehensive approach ensures that every stage of employee contribution is effectively supported and evaluated.

278. (B) enhance future performance to drive overall organizational effectiveness.
Rather than simply judging past failures, a robust performance management system aims to enhance future outcomes. Its ultimate goal is to drive individual, team, and organizational effectiveness through continuous improvement. By focusing on future potential and developmental needs, the system creates a vital link between individual effort and the achievement of broader strategic objectives for the entire organization.

279. (C) By linking individual employee contributions to the organization's strategic goals.
Performance management contributes to strategic human resource management by establishing a direct link between individual contributions and organizational goals. It ensures that employee activities are purposefully aligned with the broader business mission. This alignment turns performance evaluation into a strategic tool, making it pivotal for executing corporate strategy and achieving long-term success through effective workforce management.

280. (D) fosters ongoing dialogue and allows for proactive problem-solving.
The continuous nature of performance management fosters a culture of open communication and ongoing dialogue between employees and managers. This allows for proactive problem-solving, as issues can be addressed as they arise rather than waiting for an annual review. Such a dynamic approach leads to continuous improvement and ensures that the workforce remains aligned with changing strategic requirements.

281. (A) To determine the relative worth of a job within the organization.
Job evaluation is a systematic process used to determine the relative worth or value of different positions within an organization. By assessing criteria such as skill, effort, and responsibility, it establishes a clear internal hierarchy. This foundation allows the organization to create a rational and defensible pay structure that ensures fairness based on the job's importance.

282. (B) Job evaluation assesses the job, while performance appraisal assesses the employee.
A fundamental distinction exists between job evaluation and performance appraisal regarding their primary subject. Job evaluation focuses strictly on the job itself to determine its relative value within the organizational hierarchy. In contrast, performance appraisal assesses the individual employee's performance and achievements. Understanding this difference is essential for maintaining both an equitable pay structure and effective performance standards.

283. (B) The internal hierarchy of jobs established through job evaluation.
A rational and equitable pay structure is built upon the internal hierarchy of jobs created through systematic evaluation. By comparing different roles based on objective criteria like working conditions and responsibility, the organization determines which jobs have greater value. This hierarchy provides the logical basis for assigning different pay levels, ensuring that compensation is distributed fairly across the workforce.

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284. (A) By ensuring that jobs of greater value are compensated more highly.
Internal equity is achieved when an organization ensures that compensation levels are proportional to the relative worth of the job. Through the process of job evaluation, positions of higher responsibility or skill are identified and rewarded with higher pay. This defensible approach prevents pay disparities and ensures that employees are compensated fairly relative to other roles within the company.

285. (C) Internal job worth and external market competitiveness.
An effective compensation strategy balances the internal worth of a job with external market data. Job evaluation provides the internal logic for the pay structure, while market rates provide the necessary external context. This dual focus ensures the system is internally equitable and

CHAPTER 03

Human Resource Development and International HRM

1. Which of the following best defines Human Resource Development (HRD)?
(A) A focused process primarily targeting employee recruitment and selection to achieve core goals.
(B) Systematic activities designed for members to learn skills for current and future job demands.
(C) An essential administrative function managing payroll processing and statutory compliance systems.
(D) A specific short-term intervention designed solely for increasing immediate workforce productivity.

2. Identify the correct assessment of the following statements about HRD assumptions:
Statement I : HRD assumes that employees are valuable assets and their development is an investment, not a cost.
Statement II : HRD operates on the assumption that a conducive organizational climate is not essential for employee development.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

3. Which of the following is NOT a core value of Human Resource Development?
(A) Openness and trust
(B) Proaction and collaboration
(C) Secrecy and control
(D) Autonomy and confrontation

4. A company implements a new performance appraisal system that links employee performance directly to career progression paths. This is an example of which HRD component?
(A) An HRD outcome
(B) An HRD assumption
(C) An HRD value
(D) An HRD mechanism

5. Which statement incorrectly describes the Action-Research Model in HRD?
(A) It is a cyclical process involving diagnosis, action, and evaluation.
(B) It emphasizes collaboration between the consultant and the client system.
(C) It is a one-time intervention focused only on data collection.
(D) The model aims to solve practical organizational problems while expanding scientific knowledge.

6. A transnational organization is deciding on its staffing policy for its global subsidiaries. It decides to hire host-country nationals for key positions in their respective countries but parent-country nationals for top corporate headquarters positions. Which IHRM model does this approach lean towards?
(A) Ethnocentric
(B) Polycentric
(C) Geocentric
(D) Regiocentric

7. What is the primary focus of HRD interventions?
(A) To resolve various disciplinary issues identified within the workforce.
(B) To manage the compensation and benefits structure of the organization.
(C) To ensure full legal compliance with all relevant national labor laws.
(D) To bring about desired change in individuals, teams, and the organization.

8. Match the items in List I with those in List II regarding HRD concepts:
List I: (HRD Component)
P. HRD Mechanisms

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294. (B) a symbiotic relationship beneficial to both the employee and the organization.
Aligning individual aspirations with organizational needs creates a symbiotic relationship where both parties benefit. Employees feel valued and motivated when they see clear growth opportunities that match their personal goals. Simultaneously, the organization secures the necessary human capital and leadership continuity required for its long-term objectives. This alignment leads to higher engagement, better morale, and reduced turnover.

295. (C) a structured sequence of jobs that an employee can move through in an organization.
A career path refers to the structured sequence of jobs and roles that an employee can progress through within an organization. It provides a visible roadmap for advancement, showing how different positions relate to one another. These paths are central to organizational career management, as they help employees understand their future possibilities and prepare for upcoming developmental opportunities.

296. (D) The changing external environment, including globalization and technology.
Human resource management is continuously evolving due to significant pressures from the external business environment. Factors such as globalization and rapid technological advancement are primary drivers of this change. These forces demand new approaches to management, requiring organizations to be more flexible and data-driven while navigating complex global labor markets and integrating new technologies into their core functions.

297. (A) It has led to a shift towards HR analytics and digital HR platforms.
Technological progress has significantly transformed how human resource functions are delivered within modern organizations. This advancement has led to a major shift toward data-driven decision-making through human resource analytics. Additionally, digital platforms are now used to manage various functions more efficiently. These tools allow for more precise management of the workforce while automating many traditionally manual administrative processes.

298. (B) Globalization.
Globalization is identified as the environmental factor that requires management to handle culturally diverse workforces effectively. As organizations expand across international borders, they must navigate diverse cultural expectations and complex labor laws. This challenge necessitates more sophisticated strategies to integrate different backgrounds into a cohesive team, ensuring that global operations remain productive and compliant with local regulations.

299. (B) Aligning HR practices with the organization's strategic goals for competitive advantage.
Strategic human resource management focuses on aligning all personnel practices and policies with the organization's overall business goals. By ensuring that recruitment, compensation, and development support the corporate strategy, the organization can gain a sustainable competitive advantage. This concept represents a shift from viewing personnel management as a peripheral activity to seeing it as integral to business success.

300. (A) a reactive function to a more proactive, integrated partner.
The rise of strategic management signifies a fundamental shift from a reactive administrative role to a proactive partnership within the organization. In this new capacity, the human resource function is deeply integrated into the formulation and implementation of business strategy. This allows the organization to anticipate workforce needs and align them with business objectives in a challenging global context.

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of human resource management functions as a proactive and strategic system. This evolution ensures that personnel activities are deeply integrated with overall business objectives and contribute to achieving long-term organizational success.

252. (A) The achievement of a sustainable competitive advantage through effective workforce management.
Viewing employees as human capital involves treating individuals as valuable assets rather than mere operational costs. This mindset shift is essential for achieving a sustainable competitive advantage within the modern business environment. Effective management of these assets ensures that human resources directly contribute to organizational performance and the successful fulfillment of strategic goals.

253. (C) Considering the combined and interactive effect of various HRM practices on performance.
A holistic approach within the modern management framework implies that individual practices are not viewed in isolation. Instead, it emphasizes the interplay and cumulative impact of all functions on organizational performance. This perspective ensures that recruitment, compensation, and development are coordinated to create a workforce that effectively drives innovation and productivity.

254. (D) A strategic partner involved in formulating and executing corporate strategy.
Modern human resource functions have transitioned from simple administrative support roles to being recognized as essential strategic partners. In this capacity, management is actively involved in both the formulation and execution of corporate strategy. This integration ensures that the workforce is managed in direct alignment with the overall mission and goals of the business.

255. (C) Increased innovation, productivity, and customer satisfaction.
The conceptual framework emphasizes that a well-managed workforce, defined by high competence and commitment, serves as the primary driver of success. Such a workforce directly fosters innovation, enhances overall productivity, and improves customer satisfaction levels. These outcomes are the result of treating employees as valuable capital who are aligned with the organization's strategic goals.

256. (B) To align the organization's workforce with its strategic objectives in terms of quantity and quality.
The fundamental purpose of human resource planning is to ensure that an organization maintains the right number of people with appropriate skills. This systematic process aligns the workforce with strategic objectives, placing employees in the right roles at the correct time. Such alignment is critical for executing business plans and maintaining operational effectiveness across the company.

257. (D) The forecast of labor demand and the forecast of labor supply.
A critical step in the planning process involves a gap analysis that reconciles two distinct components. One part estimates future workforce requirements based on business plans, while the other assesses current and external labor availability. By comparing labor demand with labor supply, the organization can identify potential personnel shortages or surpluses that require immediate action.

258. (A) Analyzing the organization's current employee skills and potential for promotion.
Internal supply forecasting involves a thorough evaluation of the existing human resources already within the organization. This process includes analyzing current employee skill sets, evaluating potential for future promotions, and reviewing historical turnover rates. Such an assessment helps determine if the current workforce can meet future requirements without immediately relying on the external labor market.

259. (C) Identification of a gap or surplus between labor demand and supply.
Action plans such as recruitment, training, or downsizing are developed as a direct response to the results of a gap analysis. Once the organization identifies a discrepancy between its forecasted labor demand and available supply, it creates targeted strategies. These plans are designed to rectify the imbalance and ensure the workforce is capable of meeting objectives.

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Q. HRD Outcomes
R. HRD Values
S. HRD Climate

List II: (Example/Description)

1. Increased productivity and job satisfaction
2. Openness, Trust, Collaboration
3. Performance Appraisal, Training, Career Planning
4. The perceptions of employees about the development environment

(A) P-3, Q-1, R-2, S-4
(B) P-1, Q-3, R-4, S-2
(C) P-3, Q-2, R-1, S-4
(D) P-4, Q-1, R-2, S-3

9. The term 'HRD Culture' is best described as:
(A) Formal policies and procedures related to the management of human resources.
(B) The demographic composition and diversity of the organization's workforce.
(C) Shared beliefs and values within an organization that support continuous learning.
(D) Physical infrastructure and facilities provided for professional employee training.

10. Which of the following is considered an IHRM function?
(A) Administering international employee compensation and relocation.
(B) Managing domestic marketing strategies.
(C) Overseeing local supply chain logistics.
(D) Developing products for a single national market.

11. Read the following statements related to Human Resource Development:
(a) HRD is a continuous process, not a one-time event.
(b) The focus of HRD is only on the development of top-level management.
(c) HRD seeks to develop both individual competencies and organizational capabilities.
(d) HRD has a short-term perspective focused on immediate performance improvement.

Which of the above statement(s) is/are correct?
(A) (a) and (c) only
(B) (b) and (d) only
(C) (a), (b) and (c)
(D) (a) and (d) only

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12. The consultant-client relationship in HRD is most effective when it is characterized by:
(A) Continuous dependency of the client on the consultant's expert knowledge.
(B) A collaborative partnership based on mutual trust and professional respect.
(C) A hierarchical structure with the consultant acting in a superior role.
(D) A purely transactional exchange of professional services for a set fee.

13. What is the fundamental purpose of HR Accounting?
(A) To calculate the exact future financial earnings of each individual employee.
(B) To replace traditional financial accounting practices and reporting standards.
(C) To measure costs of human resources and their value to the organization.
(D) To exclusively track payroll and various employee benefit and tax expenses.

14. Read the following statements and choose the correct option:
Assertion (A) : Transnational organisations face significant challenges in managing cultural diversity.
Reason (R) : These organisations operate across multiple countries with varied cultural norms, values, and communication styles, requiring sophisticated IHRM practices.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

15. The concept of 'Knowledge Management' in an organization primarily deals with:
(A) Systematically managing knowledge assets to create value and meet requirements.
(B) The specific process of acquiring and storing information in a company library.
(C) The security protocols designed for protecting internal computer systems.
(D) Formal documentation and storage of all employee job description records.

16. Which of the following statements correctly distinguishes HRD climate from HRD culture?

269. (C) help the new employee integrate into the organization's culture and procedures.
The induction process, also known as orientation, is designed to facilitate a smooth transition for new employees into the organization. Its primary goal is to familiarize newcomers with the company's culture, rules, and procedures. This integration helps individuals become productive team members more quickly by reducing uncertainty and clarifying their specific roles and expectations within the group.

270. (D) To assign the selected individual to a specific job and position.
Placement is the specific stage in the staffing sequence where a chosen candidate is officially assigned to their job and organizational position. This step is vital for ensuring a proper fit between the individual and the role. It marks the transition from being a candidate to becoming an active employee with specific duties, responsibilities, and reporting lines.

271. (C) Training is task-oriented for current jobs, whereas development is career-oriented for future roles.
Training and development are distinguished by their timeframe and primary focus. Training is a short-term, task-oriented process meant to improve performance in an employee's current role. In contrast, development is a long-term, career-oriented investment. It aims to prepare employees for future responsibilities and broader organizational challenges, focusing on overall personal growth and leadership capacity over time.

272. (B) address the gap between an employee's current skills and present job requirements.
The primary objective of training is to improve immediate job performance by addressing identified skill deficiencies. It focuses on providing specific knowledge needed for an employee's present role. By bridging the gap between current abilities and existing job requirements, training acts as a remedial tool that enhances organizational productivity and efficiency in the short term.

273. (D) It is a proactive process aimed at preparing employees for future challenges.
Development is a proactive and long-term process that extends beyond immediate job-specific skills. It encompasses a broad range of competencies, including analytical and conceptual abilities, to prepare employees for future roles. By focusing on overall growth and adaptability, development ensures that the workforce can meet upcoming challenges and sustain organizational success in a changing environment.

274. (A) Long-term succession planning.
Development serves as a strategic investment in human capital that directly supports long-term succession planning. By preparing employees for higher-level responsibilities and future leadership roles, organizations ensure a continuous pipeline of capable talent. This proactive approach to growth allows the organization to maintain leadership continuity and adapt to changing strategic needs over many years of operation.

275. (C) A course on how to operate a new software being implemented in a department.
Training is defined by its immediate application and focus on current task performance. Learning how to operate new software for a present job requirement is a specific, task-oriented activity aimed at improving efficiency in the current role. This differs from developmental activities like mentorship or strategic workshops, which are broader and aimed at long-term career growth.

276. (A) Performance Management is a continuous, holistic cycle, while appraisal is often a retrospective annual event.
Performance management is distinguished from traditional appraisal by its continuous and holistic nature. While appraisal is typically a discrete, retrospective annual event focused on judgment, performance management involves an ongoing cycle. This cycle includes setting expectations, monitoring work, and developing capacity, ensuring that performance issues are addressed proactively through constant dialogue between managers and their subordinates.

277. (D) Setting expectations, monitoring performance, developing capacity, and rewarding performance.
The performance management cycle consists of several integrated activities designed to align outcomes with organizational goals.

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promoting ethical practices and employee well-being across global operations.
(e) Sustainable business is only concerned with environmental protection, not with employee development.

Which of the above statement(s) is/are correct?
(A) (a) and (c) only
(B) (b) and (d) only
(C) (a), (c) and (e)
(D) (b), (d) and (e)

25. The organisational context of IHRM is significantly shaped by:
(A) The domestic political environment of the parent country only.
(B) The personal preferences and leadership style of the CEO.
(C) The level of a firm's international activity and its business strategy.
(D) The company's stock market performance in the last financial quarter.

26. An HRD Audit differs from a traditional HR audit in that it:
(A) Examines the alignment of HRD activities with business goals and effectiveness.
(B) Focuses primarily on ensuring compliance with local and international labor laws.
(C) Is conducted exclusively by internal finance teams for budget monitoring purposes.
(D) Measures only the direct financial costs and expenditures of training programs.

27. Read the following statements and choose the correct option:
Assertion (A) : Knowledge Management is crucial for organizational learning and competitive advantage.
Reason (R) : It enables the effective capture, sharing, and application of employees' collective knowledge, preventing loss of intellectual capital.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

28. The 'cultural diversity' aspect in IHRM refers to:
(A) The variety of products offered in different countries.
(B) The presence of people from different cultural backgrounds within an organization's workforce.
(C) The differences in legal systems across nations.
(D) The use of multiple languages in marketing materials.

29. A key assumption underlying HRD is that human beings have the potential to:
(A) Grow and develop, and this is a natural process.
(B) Resist all forms of organizational change.
(C) Work effectively without any supervision or development.
(D) Perform consistently without the need for feedback.

30. In the Perlmutter's EPRG framework of IHRM, what does 'R' stand for?
(A) Realistic
(B) Rational
(C) Responsive
(D) Regiocentric

31. Match the items in List I with those in List II concerning different models and concepts:
List I: (Concept/Model)
P. Action-Research Model
Q. Knowledge Management
R. HR Accounting
S. IHRM Model (Perlmutter)
List II: (Associated Idea)
1. Human Asset Valuation
2. EPRG Framework
3. Diagnosis-Action-Evaluation Cycle
4. Tacit and Explicit Knowledge
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-4, R-1, S-2
(C) P-2, Q-1, R-4, S-3
(D) P-3, Q-1, R-2, S-4

32. Which of the following is an example of a specific HRD Intervention?
(A) Setting the annual corporate budget.
(B) Implementing a 360-degree feedback system for managers.
(C) Designing a new marketing campaign.
(D) Procuring new office equipment.

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(D) HRD is solely the responsibility of the HR department.

102. What distinguishes a transnational organization's approach to IHRM from other models?
(A) It relies exclusively on parent-country nationals for all key roles.
(B) Developing a global mindset through an integrated network of talent.
(C) It treats each foreign subsidiary as a completely independent entity.
(D) It groups countries into regions and centralizes policy-making within each region.

103. Read the following statements about items considered HRD interventions:
(a) Career planning workshops
(b) Team building exercises
(c) Implementation of a quality circle program
(d) Processing of monthly salaries
(e) Procurement of raw materials
Which of the above statement(s) is/are correct?
(A) (a), (b) and (c)
(B) (c), (d) and (e)
(C) (a), (d) and (e)
(D) (b), (c) and (d)

104. A key objective in conducting a cross-cultural study for an MNC is to:
(A) Adapt management practices to be effective in different cultural contexts.
(B) Standardize all business practices globally without exception.
(C) Minimize the hiring of host-country nationals.
(D) Prove that the home country's culture is superior.

105. Identify the correct assessment of the following statements:
Statement I : The Action-Research model is a rigid, linear process that must be followed without deviation.
Statement II : The Action-Research model is a cyclical and iterative process, where the results of evaluation feed back into a new diagnostic phase.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is false, but Statement II is true.
(D) Statement I is true, but Statement II is false.

106. In the context of HR Accounting, what is the 'replacement cost' method?
(A) It calculates the cost of replacing an employee with a substitute who can provide equivalent services.
(B) It measures the historical cost invested in an employee.
(C) It estimates the future economic value of an employee.
(D) It totals the salary and benefits paid to an employee over their tenure.

107. The consultant-client relationship in HRD is most likely to fail if:
(A) There is mutual trust and openness.
(B) The client is actively involved in the process.
(C) Goals are clearly defined and mutually agreed upon.
(D) The consultant imposes a pre-packaged solution without proper diagnosis.

108. Read the following statements and choose the correct option:
Assertion (A) : Effective management of cultural diversity is a critical success factor for transnational organizations.
Reason (R) : It allows the organization to leverage different perspectives for innovation and to better serve diverse global markets.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

109. What is the primary role of a Human Resource Information System (HRIS)?
(A) To replace the HR department.
(B) To monitor employees' personal emails and internet usage.
(C) To facilitate decision-making by providing accurate and timely HR-related data.
(D) To manage the company's financial accounts.

110. Which statement best captures the relationship between IHRM and sustainable business?

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42. In the context of the action-research model, the 'evaluation' phase is critical because it:
(A) Determines the effectiveness of the intervention and provides feedback for future cycles.
(B) Allows the consultant to bill the client.
(C) Is the final step after which the consultant-client relationship is terminated.
(D) Primarily serves to assign blame for the problem.

43. Which of the following is a key characteristic of a strong HRD culture?
(A) A belief that learning happens only in formal classroom settings.
(B) A top-down, command-and-control management style.
(C) An emphasis on individual competition over team collaboration.
(D) A shared value that mistakes are opportunities for learning.

44. Read the following statements and choose the correct option:
Assertion (A) : A well-implemented HRIS can enhance strategic decision-making in an organization.
Reason (R) : An HRIS provides accurate, real-time data and analytics on human capital, which supports workforce planning and talent management strategies.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

45. The value of 'confrontation' in HRD implies:
(A) Fostering aggressive arguments between employees.
(B) Avoiding difficult issues to maintain harmony.
(C) Facing problems openly and working towards a collaborative solution.
(D) Challenging the authority of management at every opportunity.

46. What is the most appropriate reason for the growing importance of International Human Resource Management (IHRM)?
(A) A global decline in the availability of skilled labor.
(B) Stricter domestic labor regulations in most developed countries.
(C) A general trend towards reducing the size of HR departments.
(D) The increasing globalization of business and the rise of multinational corporations.

47. A company is experiencing communication breakdowns and low morale in its international teams. The IHRM department decides to implement a training program on cross-cultural communication and teamwork. This program is an example of:
(A) An HRD intervention
(B) An HRD assumption
(C) An HRD audit
(D) An HRD accounting method

48. Arrange the following IHRM approaches in a likely evolutionary sequence from a domestically-focused firm to a globally-integrated firm.
1. Geocentric
2. Polycentric
3. Ethnocentric
(A) 3, 2, 1
(B) 1, 2, 3
(C) 2, 3, 1
(D) 3, 1, 2

49. Which of the following is NOT a benefit of managing cultural diversity effectively in a transnational organisation?
(A) Increased creativity and innovation.
(B) Guaranteed elimination of all communication barriers.
(C) Improved problem-solving from multiple perspectives.
(D) Enhanced marketing and customer service in a global market.

50. Identify the correct assessment of the following statements about HRD mechanisms:
(a) Performance appraisal is an HRD mechanism when it is used for employee development.
(b) Training is exclusively focused on improving current job skills.
(c) Career planning involves the individual employee and the organization in charting

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from Culture B prefer indirect communication and rely on context. This observation is a direct example of:
(A) A failure in IHRM policy.
(B) A lack of employee motivation.
(C) A cross-cultural difference in communication styles.
(D) A problem with the company's HRIS.

68. The Action-Research Model is described as a 'model of planned change'. What does 'planned' imply in this context?
(A) The change is strictly imposed from the top without any input.
(B) The change is spontaneous, reactive, and entirely unmanaged.
(C) The plan is rigid and cannot be altered once it is initiated.
(D) The process is systematic, data-driven, and goal-oriented in nature.

69. Arrange the following steps for implementing a new HRIS in a logical order:
1. Needs analysis and system selection
2. Data migration and system testing
3. Go-live and system rollout
4. Post-implementation review and maintenance
5. User training
(A) 1, 5, 2, 3, 4
(B) 1, 2, 5, 3, 4
(C) 5, 1, 2, 4, 3
(D) 1, 2, 3, 5, 4

70. The organisational context for IHRM in a firm that follows a multi-domestic strategy (high local responsiveness, low global integration) would likely favor which staffing approach?
(A) Geocentric
(B) Polycentric
(C) Ethnocentric
(D) Transnational

71. An HRD audit team is assessing the 'competency' aspect of the HRD system. Which question would be most relevant for them to ask?
(A) "Are the various office facilities clean and well-maintained?"
(B) "Is the company complying with all specific tax regulations?"
(C) "How does the stock price compare to its major competitors?"
(D) "Does HRD staff possess necessary skills to design effective programs?"

72. Which of the following is a key function of IHRM that is distinct from domestic HRM?
(A) Management of expatriates
(B) Performance management
(C) Employee training
(D) Payroll processing

73. The belief that "employees are capable of self-direction and self-control" is a fundamental assumption of:
(A) A traditional, bureaucratic management style.
(B) A purely administrative view of HR.
(C) Human Resource Development (HRD).
(D) A cost-centric approach to personnel management.

74. Match the items in List I with those in List II regarding HRD intervention areas:
List I: (HRD Intervention Area)
P. Individual-focused
Q. Team-focused
R. Organization-focused
S. Job-focused
List II: (Example Intervention)
1. Team building activities
2. Job redesign
3. Mentoring and coaching
4. Culture change initiatives
(A) P-4, Q-2, R-1, S-3
(B) P-3, Q-1, R-4, S-2
(C) P-1, Q-3, R-2, S-4
(D) P-3, Q-4, R-2, S-1

75. Identify the correct assessment of the following statements:
Statement I : IHRM and sustainable business are unrelated concepts, as IHRM is purely an internal administrative function.
Statement II : IHRM supports sustainable business by ensuring ethical treatment of employees, promoting diversity, and developing leaders with a global and socially responsible perspective.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is false, but Statement II is true.

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(A) The organization's policies, practices, and procedures related to human resource development.
(B) The physical working conditions of the office.
(C) The company's financial performance.
(D) The quality of the products or services offered by the company.

59. A key difference between an HRD audit and a financial audit is that an HRD audit:
(A) Is mandatory by law for all public companies.
(B) Only uses quantitative data and historical records.
(C) Is conducted by external government regulators.
(D) Is primarily qualitative and future-oriented, focusing on systems and impact.

60. Read the following statements and choose the correct option:
Assertion (A) : In a transnational organisation, a purely ethnocentric IHRM approach is often ineffective and can lead to failure.
Reason (R) : It leads to a lack of local responsiveness, can cause resentment among host-country nationals, and may result in high failure rates for expatriates.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

61. Which of the following is NOT an objective of Knowledge Management?
(A) To improve organizational effectiveness.
(B) To facilitate the sharing of best practices.
(C) To restrict the flow of information between departments.
(D) To create a culture of continuous learning.

62. The 'consultant-client relationship' in the context of HRD is fundamentally about:
(A) A simple one-way transfer of knowledge from expert to novice.
(B) The client delegating all developmental problems to the consultant.
(C) The consultant taking over the primary line management function.
(D) A process of co-discovery and co-creation of organizational solutions.

63. Identify the correct assessment of the following statements about key components of Human Resource Development:
(a) Individual development
(b) Career development
(c) Organizational development
(d) Financial accounting
(e) Production scheduling
Which of the above statement(s) is/are correct?
(A) (a), (b) and (e)
(B) (a), (b) and (c)
(C) (c), (d) and (e)
(D) (a), (d) and (e)

64. An IHRM model that focuses on managing human resources within specific geographic regions (e.g., European Union, North America) is known as:
(A) Ethnocentric
(B) Regiocentric
(C) Polycentric
(D) Monocentric

65. A primary advantage of implementing an HRIS is:
(A) The complete elimination of the need for HR professionals.
(B) The improvement in data accuracy and accessibility for decision-making.
(C) A guaranteed increase in company profits within the first year.
(D) The reduction in the need for any employee training.

66. Which of the following correctly pairs an HRD value with its meaning?
(A) Collaboration : Working together to achieve common goals.
(B) Proaction : Waiting for problems to arise before taking action.
(C) Openness : Withholding information to maintain control.
(D) Trust : Constantly monitoring and suspecting employees' motives.

67. A manager in a transnational corporation notes that her team members from Culture A prefer direct, explicit instructions, while team members

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84. The successful management of cultural diversity in an international context can lead to:
(A) A more homogenous and less creative workforce.
(B) A significant increase in conflicts that cannot be resolved.
(C) The universal adoption of the parent company's culture.
(D) Better understanding of global markets and enhanced problem-solving capabilities.

85. Which HRD assumption states that HRD is an investment that will yield returns in the long run?
(A) HRD is a cost center.
(B) HRD is a proactive, not reactive, function.
(C) HRD is a form of organizational asset creation.
(D) HRD is a means, not an end in itself.

86. Which of the following is NOT a core component of the Action-Research model?
(A) Diagnosis
(B) Imposition
(C) Action
(D) Evaluation

87. A key purpose of having a Human Resource Information System (HRIS) is to:
(A) Increase the amount of manual paperwork for the HR department.
(B) Make it more difficult for employees to access their own information.
(C) Replace the need for human interaction in the workplace.
(D) Provide timely data for making informed decisions about people.

88. Identify the correct assessment of the following statements regarding the organisational context of IHRM:
(a) A firm with a high degree of global integration requires standardized IHRM practices.
(b) A firm with a high degree of local responsiveness requires differentiated IHRM practices.
(c) The stage of internationalization (e.g., export vs. FDI) does not influence IHRM.
(d) The industry type has no bearing on the IHRM policies of a firm.
Which of the above statement(s) is/are correct?
(A) (c) and (d) only
(B) (a) and (b) only
(C) (a), (b), and (c)
(D) (b) and (d) only

89. A "transnational organization" differs from a traditional "multinational corporation" in that it:
(A) Strictly centralizes all decision-making at the corporate headquarters.
(B) Allows its foreign subsidiaries to operate with complete autonomy.
(C) Views its global operations as a network of interdependent units.
(D) Focuses only on exporting goods without any foreign direct investment.

90. The concept that HR practices should contribute positively to the society and environment, not just the firm's bottom line, is central to:
(A) IHRM and Sustainable Business
(B) HR Accounting
(C) Consultant-client relationships
(D) The action-research model

91. Which of the following is an example of an HRD Mechanism?
(A) Increased employee morale
(B) Higher market share
(C) Reduced employee absenteeism
(D) A coaching program for new managers

92. Read the following statements and choose the correct option:
Assertion (A) : The geocentric approach is the most complex IHRM model to implement.
Reason (R) : It requires a large pool of internationally experienced managers, a common global pay scale, and a high degree of cross-cultural training and communication, which are costly and difficult to manage.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

93. The primary goal of Knowledge Management is to:

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(D) Statement I is true, but Statement II is false.

76. The "S" in the SECI model of Knowledge Management (Socialization, Externalization, Combination, Internalization) refers to:
(A) The process of converting explicit knowledge to tacit knowledge through practice.
(B) The process of sharing tacit knowledge through observation, imitation, and practice.
(C) The process of combining different forms of explicit knowledge.
(D) The process of articulating tacit knowledge into explicit concepts.

77. An organization decides to use a 360-degree feedback system, where a manager receives feedback from their superiors, peers, subordinates, and sometimes customers. This is an example of which HRD mechanism?
(A) Training
(B) Career Planning
(C) Performance Appraisal used for development
(D) Organizational Development

78. Which of the following statements best reflects the consultant-client relationship in HRD?
(A) The consultant's primary goal is to create a long-term dependency.
(B) The consultant acts as an external authority who dictates solutions.
(C) The client's role is passive, limited to providing data upon request.
(D) The relationship is a partnership aimed at enhancing the client's internal problem-solving capacity.

79. Read the following statements about fostering a positive HRD climate:
(a) Top management commitment to HRD
(b) A culture of blame and punishment for mistakes
(c) Openness and trust among employees
(d) Opportunities for growth and development
(e) Restricting information flow to maintain hierarchy
Which of the above statement(s) is/are correct?
(A) (a), (b), and (c)
(B) (a), (c), and (d)
(C) (b), (d), and (e)
(D) (a), (c), and (e)

80. A transnational organization's IHRM function is more complex than a domestic firm's HRM function primarily because of:
(A) The need to deal with a smaller volume of employee-related issues.
(B) Operating within varied cultures, legal systems, and economic conditions.
(C) The availability of a single, universally accepted global HR policy.
(D) The significantly reduced scale of general business operations.

81. Read the following statements and choose the correct option:
Assertion (A) : HR Accounting provides valuable information for managerial decision-making.
Reason (R) : It helps in evaluating the return on investment in human capital, thereby aiding in decisions related to training, development, and retention.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

82. The term "cross-cultural studies" in IHRM involves the study of:
(A) How culture influences values in the workplace, and how these values impact business practices.
(B) The differences in agricultural practices across countries.
(C) The history of international trade agreements.
(D) The biological differences between ethnic groups.

83. What does "HRD Audit" primarily focus on?
(A) Checking the absolute accuracy of monthly payroll calculations.
(B) Investigating specific employee grievances and disciplinary cases.
(C) Assessment of the HRD function's contribution to organizational goals.
(D) Ensuring the physical security of the company's hardware assets.

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33. Identify the correct assessment of the following statements:
Statement I : A positive HRD climate is characterized by management's proactive support for learning and employee growth.
Statement II : In a poor HRD climate, employees often perceive training as a punishment rather than an opportunity.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

34. A transnational organisation is one that:
(A) Combines benefits of global efficiency with local responsiveness.
(B) Operates in multiple countries but maintains a strong home identity.
(C) Views the world as a single market with decentralized structures.
(D) Exports products to foreign markets without any foreign investment.

35. The process of identifying, assessing, and developing employee potential for future leadership roles is known as which HRD mechanism?
(A) Performance Appraisal
(B) Organizational Development
(C) Career Planning
(D) Employee Welfare

36. Which of the following statements about the consultant-client relationship in HRD is INCORRECT?
(A) The relationship should be built on authenticity and openness.
(B) The client system should be actively involved in the diagnostic and problem-solving process.
(C) The relationship aims to increase the client's own problem-solving capacity.
(D) The consultant should impose their preferred solutions on the client.

37. What primary objective does an HRD Audit serve for an organization?
(A) To identify employees for immediate termination.
(B) To prepare the annual financial statement of the company.
(C) To find gaps in the current HRD practices and suggest improvements.
(D) To reduce the size of the HR department.

38. The conversion of tacit knowledge into explicit knowledge is a key process in Knowledge Management. Which activity best represents this conversion?
(A) An experienced engineer mentoring a junior colleague on the job.
(B) Experts documenting problem-solving processes into best-practice manuals.
(C) An employee reading a standard operating procedure document.
(D) A database combining sales data from different global regions.

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39. Identify the correct assessment of the following potential functions of an HRIS:
(a) Succession planning
(b) Benefits administration
(c) Customer relationship management
(d) Training needs analysis
(e) Inventory management
Which of the above statement(s) is/are correct?
(A) (a), (b), (c)
(B) (c), (d), and (e)
(C) (a), (b), (d)
(D) (b), (c), (e)

40. How does IHRM contribute to creating a sustainable business?
(A) By fostering a global mindset that includes social and environmental responsibility.
(B) By focusing solely on cost-cutting through aggressive outsourcing activities.
(C) By ignoring local labor laws in order to maximize quarterly firm profits.
(D) By limiting employee training only to specific, narrow technical skills.

41. Which IHRM model is characterized by a company centralizing its HR management and staffing key positions worldwide with parent-country nationals (PCNs)?
(A) Polycentric
(B) Geocentric
(C) Ethnocentric
(D) Regiocentric

(A) Ensure all company data is stored in a single, secure server.
(B) Document the job descriptions of every employee in the organization.
(C) Turn intellectual assets into productivity, value, and competitiveness.
(D) Restrict access to information only to the senior management team.

94. Arrange the general stages of establishing a consultant-client relationship in HRD.
1. Implementation of intervention
2. Initial contact and entry
3. Diagnosis and goal setting
4. Evaluation and termination/continuation

(A) 2, 3, 1, 4
(B) 1, 2, 3, 4
(C) 2, 1, 3, 4
(D) 3, 2, 4, 1

95. Identify the correct assessment of the following statements:
Statement I : HRD culture represents the visible and tangible aspects of human resource development, such as training rooms and policy manuals.
Statement II : HRD climate represents the deeper, underlying values and beliefs about development that are shared by organizational members.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

96. A company that hires host-country nationals (HCNs) to manage its subsidiaries in their own countries is adopting a(n) _____ approach.
(A) ethnocentric
(B) polycentric
(C) geocentric
(D) regiocentric

97. The scope of an HRD Audit typically includes an examination of which of the following?
(A) The company's production processes.
(B) The effectiveness and alignment of HRD strategies, systems, and activities.
(C) The firm's financial investment portfolio.
(D) The marketing and sales team's performance metrics.

98. Match the items in List I with those in List II regarding knowledge management processes:
List I: (Knowledge Management Process)
P. Socialization
Q. Externalization
R. Combination
S. Internalization
List II: (Description)
1. Articulating tacit knowledge into explicit form (e.g., writing a report)
2. Sharing tacit knowledge through joint activities (e.g., apprenticeship)
3. Learning by doing and embodying explicit knowledge (e.g., practicing a new skill from a manual)
4. Systematizing and integrating explicit knowledge (e.g., creating a database from reports)

(A) P-1, Q-2, R-3, S-4
(B) P-2, Q-1, R-4, S-3
(C) P-3, Q-4, R-1, S-2
(D) P-4, Q-3, R-2, S-1

99. The core concept of Human Resource Development (HRD) is focused on:
(A) The administration of employee payroll and benefits.
(B) The enforcement of workplace rules and regulations.
(C) The acquisition and development of competencies for performance improvement.
(D) The recruitment of new employees.

100. In IHRM, cultural diversity can be a double-edged sword because:
(A) It only brings absolute benefits without presenting any challenges.
(B) It only brings organizational challenges and no measurable benefits.
(C) it is entirely irrelevant to overall organizational performance.
(D) It offers creativity and insight but may cause communication conflict.

101. Which of the following represents a core assumption of HRD?
(A) Employees are a cost to be minimized.
(B) People are inherently lazy and avoid work.
(C) Investment in human beings is a necessary part of business.

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a course for the employee's career.
(d) Organizational Development (OD) is a macro-level HRD mechanism focusing on the entire system.

Which of the above statement(s) is/are correct?
(A) (a), (b), and (c)
(B) (b), (c), and (d)
(C) (a), (c), and (d)
(D) (a), (b), and (d)

51. The primary role of a consultant in an HRD intervention, according to the action-research model, is that of a(n):
(A) Expert who provides all the answers.
(B) Auditor who judges the performance of the client.
(C) Facilitator who helps the client system help itself.
(D) Administrator who implements policies dictated by top management.

52. The cost-based approach to Human Resource Accounting involves:
(A) Estimating the future financial earnings of a specific employee.
(B) Surveying employees about their perceived value to the organization.
(C) Calculating replacement costs without considering any historical data.
(D) Capitalizing costs related to recruitment, training, and development.

53. Match the items in List I with those in List II regarding IHRM approaches:

List I: (IHRM Approach)
P. Ethnocentric
Q. Polycentric
R. Geocentric
S. Regiocentric

List II: (Characteristic)
1. "The best person for the job, regardless of nationality."
2. "Home country ways are the best ways."
3. "Each region is unique; let's use managers from the region."
4. "Every country is different; let's use local nationals to manage."

(A) P-2, Q-4, R-1, S-3
(B) P-1, Q-2, R-3, S-4
(C) P-2, Q-3, R-4, S-1
(D) P-4, Q-1, R-2, S-3

54. Tacit knowledge is difficult to articulate and formalize. Which of the following is the best example of tacit knowledge?
(A) A company's written safety procedures.
(B) The intuitive understanding an experienced salesperson has of customer needs.
(C) The formula for a chemical compound stored in a database.
(D) An organization chart showing reporting relationships.

55. Identify the correct assessment of the following statements:

Statement I : An HRIS helps automate and streamline routine HR tasks, freeing up HR professionals to focus on more strategic initiatives.

Statement II : The implementation of an HRIS is typically a simple, low-cost process with no need for employee training.

(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

56. The link between IHRM and sustainable business is best exemplified by practices that:
(A) Ensure fair labor practices and employee well-being in the supply chain.
(B) Maximize short-term shareholder value regardless of any social impact.
(C) Focus exclusively on environmental impacts of headquarters operations.
(D) Hire only expatriates for all available international managerial roles.

57. Which statement correctly identifies a key challenge in managing a culturally diverse workforce in a transnational organization?
(A) Employees from different cultures always share the same work ethic.
(B) A diverse workforce is inherently less productive than a homogeneous one.
(C) Communication styles, decision-making processes, and attitudes toward authority can vary significantly.
(D) Legal compliance is simpler with a more diverse workforce.

58. The concept of HRD Climate refers to the employees' shared perception of:

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(A) Sustainable business focuses only on environment, while IHRM focuses on people.
(B) IHRM's only contribution to sustainability is reducing travel costs via meetings.
(C) Sustainable business models require minimizing investment in human resources.
(D) Practices like ethical labor and employee well-being are integral to sustainability.

111. Which of the following is an example of an HRD outcome at the organizational level?
(A) The organization develops a more adaptive and proactive culture.
(B) An employee learns a new software skill.
(C) A team improves its problem-solving process.
(D) A manager attends a leadership workshop.

112. The "diagnosis" phase of the Action-Research Model involves:
(A) Immediately implementing a solution.
(B) Systematically collecting data to identify the nature and cause of a problem.
(C) Evaluating the success of an intervention.
(D) Terminating the project.

113. Arrange the following HRD elements from the most abstract/foundational to the most concrete/applied.
1. HRD Mechanisms
2. HRD Interventions
3. HRD Assumptions and Values
4. HRD Culture
(A) 3, 4, 1, 2
(B) 1, 2, 3, 4
(C) 4, 3, 2, 1
(D) 2, 1, 4, 3

114. A key characteristic of an effective HRD culture is:
(A) A strong belief in the potential of every employee to grow and contribute.
(B) A focus on short-term results at the expense of long-term development.
(C) A tendency to hide mistakes and avoid taking risks.
(D) A hierarchical structure where communication flows only from top to bottom.

115. An HRD Audit serves as a tool for:
(A) Disciplining underperforming employees.
(B) Calculating quarterly financial profits.
(C) Strategic review and continuous improvement of the HRD function.
(D) Selecting new vendors for office supplies.

116. Match the items in List I with those in List II regarding HRD terms:
List I: (Term)
P. HRD Climate
Q. Knowledge Management
R. HRD Audit
S. IHRM
List II: (Description)
1. A systematic check on the health of the HRD system.
2. The set of employee perceptions about the developmental environment.
3. Managing human resources across international borders.
4. The process of capturing, developing, sharing, and effectively using organizational knowledge.
(A) P-1, Q-3, R-2, S-4
(B) P-2, Q-4, R-1, S-3
(C) P-2, Q-1, R-4, S-3
(D) P-3, Q-4, R-1, S-2

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117. In a consultant-client relationship for an HRD project, 'entry and contracting' refers to the stage where:
(A) The intervention is fully implemented.
(B) The final report is submitted.
(C) Mutual expectations are clarified and a formal or informal agreement is reached.
(D) The consultant is fired.

118. Read the following statements about IHRM models:
(a) The ethnocentric model prioritizes parent-country nationals for key positions.
(b) The polycentric model prioritizes host-country nationals for managing local subsidiaries.
(c) The geocentric model seeks the best talent globally, regardless of nationality.
(d) The regiocentric model is a hybrid, using a mix of nationals from a particular region.
(e) The ethnocentric model is the most effective for achieving local responsiveness.

155. Which of the following is NOT a typical HRD intervention?
(A) Mentoring programs
(B) Leadership development courses
(C) Team-building workshops
(D) Annual financial auditing

156. The main challenge in managing cultural diversity within transnational organizations is to:
(A) Force everyone to adopt the home country's culture.
(B) Foster synergy while minimizing conflict and misunderstanding.
(C) Ignore cultural differences and hope they resolve themselves.
(D) Create separate, isolated teams for each cultural group.

157. An HRD audit is most effective when it is conducted by:
(A) The finance department exclusively.
(B) The CEO alone.
(C) A team comprising both internal HR staff and external consultants.
(D) Government regulators.

158. Match the items in List I with those in List II regarding IHRM activities:
List I: (IHRM Activity)
P. Expatriate Selection
Q. Cross-Cultural Training
R. Repatriation
S. International Compensation
List II: (Description)
1. Designing pay packages that account for cost-of-living differences and other allowances.
2. The process of bringing an expatriate back to the home country.
3. Assessing an employee's suitability for an overseas assignment.
4. Preparing employees and their families for the cultural challenges of a new country.
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-4, R-2, S-1
(C) P-2, Q-1, R-4, S-3
(D) P-4, Q-3, R-1, S-2

159. The 'openness' and 'trust' values in HRD promote a climate where:
(A) Employees feel safe to share ideas and concerns without fear of reprisal.
(B) Information is hoarded by managers.
(C) Every action of an employee is viewed with suspicion.
(D) Communication is strictly formal and one-way (top-down).

160. Which of the following is a primary reason to implement an HRIS?
(A) To increase the administrative burden on the HR department.
(B) Improving efficiency and providing analytical data for decision-making.
(C) To make employee data less secure and more accessible to outsiders.
(D) To eliminate the need for managers to communicate with their employees.

161. Read the following statements about the Action-Research Model:
(a) It is a collaborative process between the consultant and the client.
(b) It aims to both solve a practical problem and contribute to knowledge.
(c) It follows a cyclical path of diagnosis, action, and evaluation.
(d) It is a "one-shot" approach where evaluation is not necessary.
Which of the above statement(s) is/are correct?
(A) (a), (b), and (c)
(B) (a) and (d) only
(C) (b), (c), and (d)
(D) (a) and (c) only

162. Read the following statements and choose the correct option:
Assertion (A) : The functions of IHRM are inherently more complex than those of domestic HRM.
Reason (R) : IHRM must contend with more variables, such as different cultures, legal systems, and the complexities of managing employees in multiple countries.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

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and commitment to the change process, which is fostered through collaboration.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

129. The concept of 'expatriate failure' in IHRM refers to:
(A) The failure of an expatriate to meet sales targets.
(B) The premature return of an employee from an international assignment.
(C) The expatriate's decision to remain in the host country permanently.
(D) The failure of a product launch in a foreign market.

130. A company's HRIS shows a high correlation between employees who completed a specific leadership program and their subsequent promotion rates. This data is useful for:
(A) Evaluating the effectiveness of the leadership program.
(B) Calculating the company's tax liability.
(C) Deciding on the office cafeteria menu.
(D) Proving that the HRIS is too expensive.

131. Which of the following describes the most significant challenge of implementing a geocentric IHRM policy?
(A) It is the simplest and most cost-effective policy to administer.
(B) It often leads to significant resentment from host-country nationals.
(C) It is expensive and requires a pool of globally-minded managers.
(D) It works best for organizations that are purely domestic in scope.

132. What does an HRD climate survey aim to measure?
(A) Employee satisfaction with their current annual salary.
(B) The current market share of the company's main products.
(C) The general physical safety of the corporate workplace.
(D) Perceptions of support for employee development and growth.

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133. Read the following statements about HRD:
(a) HRD is a reactive function, addressing problems only after they occur.
(b) HRD aims to create a climate that encourages learning and growth.
(c) The focus of HRD is on developing competencies at individual, team, and organizational levels.
(d) HRD is primarily an administrative paper-pushing function.
Which of the above statement(s) is/are correct?
(A) (a) and (d)
(B) (b) and (c)
(C) (a) and (c)
(D) (b) and (d)

134. "A set of planned actions to help an organization increase its effectiveness" is a good working definition for:
(A) HR Accounting
(B) HRD Interventions
(C) HR Information System
(D) HR Compliance

135. The "Action" in the Action-Research model refers to:
(A) The initial comprehensive data collection and situational analysis.
(B) The final evaluation of the project's overall organizational success.
(C) The formal process of writing the project's final technical report.
(D) Implementation of an intervention addressing the diagnosed problem.

136. A significant part of the organisational context of IHRM is the firm's stage of internationalisation. A company that only exports its products will have _____ IHRM needs compared to a transnational corporation.
(A) less complex
(B) identical
(C) more complex
(D) no

137. Which of the following pairs is CORRECTLY matched?
(A) Ethnocentric IHRM : Hiring the best person for the job regardless of nationality.

Which of the above statement(s) is/are correct?
(A) (a), (b), (c) and (e)
(B) (a), (b), (c) and (d)
(C) (b), (c), (d) and (e)
(D) (a), (c) and (e)

119. A key function of IHRM is managing expatriate assignments. This includes all of the following EXCEPT:
(A) Selection and pre-departure training.
(B) Compensation and benefits packages for international assignees.
(C) Repatriation and career management upon return.
(D) Designing the company's core product line for the domestic market.

120. Which of the following is a primary benefit of Knowledge Management?
(A) Prevents loss of intellectual capital when employees leave the organization.
(B) Reduces the need for employees to engage in any form of creative thinking.
(C) Centralizes all decision-making power in the hands of a single executive.
(D) Increases the amount of administrative bureaucracy within an organization.

121. An HRIS can support the HRD function by:
(A) Eliminating the need for all training programs.
(B) Automatically writing performance reviews without manager input.
(C) Tracking employee participation in training and their skill development over time.
(D) Restricting access to career development information.

122. Identify the correct assessment of the following statements:
Statement I : A transnational organization structure is characterized by a complex process of coordination and cooperation across units.
Statement II : A transnational organization's IHRM strategy must foster a shared vision and culture while allowing for local flexibility.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

123. The geocentric IHRM model is most appropriate for a firm pursuing a:
(A) Multi-domestic strategy.
(B) Purely domestic strategy.
(C) Initial export-only strategy.
(D) Global or transnational strategy.

124. What is the fundamental difference between HRD and HRM?
(A) HRM is a subset of HRD, focusing on administrative tasks.
(B) HRD is a subset of HRM, focusing specifically on the development and growth of employees.
(C) There is no difference; the terms are synonymous.
(D) HRD deals with union negotiations, while HRM deals with recruitment.

125. Which of the following is a key value underpinning HRD?
(A) Secrecy
(B) Reaction
(C) Proaction
(D) Control

126. An HRD intervention designed to improve the effectiveness of work groups is known as:
(A) Individual counseling
(B) Job rotation
(C) Mentoring
(D) Team building

127. Which of the following statements about HR Accounting is INCORRECT?
(A) It is a legally required component of a company's annual financial reports.
(B) It attempts to assign a monetary value to the human assets of a firm.
(C) It can be used to evaluate the return on investment in training and development.
(D) It helps managers make more informed decisions about human resource allocation.

128. Read the following statements and choose the correct option:
Assertion (A) : The consultant-client relationship in HRD requires a high degree of collaboration.
Reason (R) : The effectiveness of an HRD intervention depends on the client's ownership

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explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

146. A core function of IHRM involves managing international assignments. A critical process at the end of such an assignment is:
(A) Repatriation
(B) Expatriation
(C) Inpatriation
(D) Localization

147. Which statement about knowledge management is correct?
(A) It is only concerned with technology and databases.
(B) It is the same as information management.
(C) It involves technology and cultural processes for knowledge sharing.
(D) It aims to convert all tacit knowledge into explicit knowledge, eliminating intuition.

148. Identify the correct assessment of the following statements about valid assumptions underlying HRD:
(a) HRD is a means and not an end in itself.
(b) HRD is a reactive process, responding only to crises.
(c) A conducive organizational climate is essential for HRD.
(d) HRD is a responsibility of every manager, not just the HR department.
(e) Employee potential is fixed and cannot be developed.
Which of the above statement(s) is/are correct?
(A) (a), (c) and (d)
(B) (b), (c) and (e)
(C) (a), (b) and (d)
(D) (c), (d) and (e)

149. The main purpose of the "Evaluation" phase in the Action-Research model is to:
(A) Fix blame for the problem.
(B) Finalize the contract with the consultant.
(C) Assess the impact and effectiveness of the action taken.
(D) Begin a new and unrelated project.

150. Identify the correct assessment of the following statements:
Statement I : The primary focus of HRD is on improving the performance of the organization as a whole, and the development of individuals is a means to this end.
Statement II : The primary focus of HRD is on the personal growth of individuals, regardless of the needs of the organization.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

151. An organisation's shared values and beliefs about the importance of employee growth and learning constitute its:
(A) HRD Audit
(B) HRD Mechanism
(C) HRD Accounting
(D) HRD Culture

152. In IHRM, a Regiocentric staffing approach involves:
(A) Recruiting staff for a whole region (e.g., the EU) from any country within that region.
(B) Hiring only from the parent country for all regions.
(C) Hiring only from host countries for their own local operations.
(D) Recruiting the best person for a job from anywhere in the world.

153. A manufacturing company provides intensive training to its employees on new, environmentally friendly production processes. This is an example of IHRM contributing to:
(A) Expatriate failure
(B) An ethnocentric policy
(C) Sustainable business practices
(D) HR Accounting

154. What is the key output of a successful Knowledge Management system?
(A) Knowledge that is readily accessible and applicable for value creation.
(B) more complex bureaucratic procedures for all organizational members.
(C) A complete record of all employee attendance across various departments.
(D) Total elimination of all some of tacit knowledge from the organization.

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(B) Polycentric IHRM : Staffing foreign subsidiaries with parent-country nationals.
(C) Geocentric IHRM : Developing a global cadre of international managers.
(D) Regiocentric IHRM : Believing the home country's approach is always best.

138. The primary benefit of conducting an HRD audit is to:
(A) Ensure the HRD function is aligned with the strategic goals of the business.
(B) Justify a reduction in the training budget.
(C) Fulfill a legal requirement for public reporting.
(D) Identify individuals for promotion.

139. Match the items in List I with those in List II regarding HRD approaches and tools:
List I: (HRD Approach/Tool)
P. HR Accounting
Q. HRD Audit
R. HRD Intervention
S. HRIS
List II: (Primary Purpose)
1. To bring about planned change in the organization.
2. To provide timely data for HR decision-making.
3. To assess the value of human assets.
4. To evaluate the effectiveness of the entire HRD function.
(A) P-3, Q-4, R-1, S-2
(B) P-1, Q-2, R-3, S-4
(C) P-3, Q-1, R-4, S-2
(D) P-4, Q-3, R-2, S-1

140. Which of the following is a key component of a sustainable business strategy that IHRM can directly support?
(A) Ignoring labor standards in developing countries to cut costs.
(B) Implementing fair and ethical labor practices across the global supply chain.
(C) Focusing exclusively on short-term quarterly profits.
(D) Discouraging employee development to reduce expenses.

141. The existence of varied perspectives, problem-solving styles, and communication patterns within a global team is a direct consequence of:
(A) A uniform HR policy
(B) A weak HRIS
(C) Cultural diversity
(D) Poor financial performance

142. A key objective in establishing a consultant-client relationship in HRD is to:
(A) ensure the consultant makes all final decisions.
(B) create a situation of dependency.
(C) limit the client's involvement to providing initial data.
(D) build a collaborative environment based on mutual trust.

143. Which of the following best describes the focus of a transnational organization?
(A) Global network combining global efficiency with local responsiveness.
(B) Strong central control from the home country headquarters.
(C) Complete independence and autonomy for each foreign subsidiary.
(D) Focus on regional operations with little global coordination.

144. Arrange the steps of the knowledge management SECI model in their cyclical order, starting from Socialization.
1. Internalization
2. Externalization
3. Socialization
4. Combination
(A) 3, 2, 4, 1
(B) 1, 2, 3, 4
(C) 3, 4, 2, 1
(D) 2, 3, 1, 4

145. Read the following statements and choose the correct option:
Assertion (A) : A well-developed HRD Climate contributes to higher employee motivation and retention.
Reason (R) : When employees perceive that the organization is invested in their growth and provides opportunities for development, their commitment and job satisfaction tend to increase.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct

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163. The core idea behind HRD is that developing the _____ of employees will lead to improved performance for the _____.
(A) social life, individual
(B) compliance knowledge, HR department
(C) competencies, organization
(D) grievances, union

164. What is a key challenge for a transnational organization?
(A) Focusing exclusively on the home market.
(B) Ignoring international opportunities.
(C) Implementing a single, rigid set of policies worldwide.
(D) Balancing the need for global integration and local responsiveness.

165. A performance appraisal system can be considered an HRD mechanism when its primary purpose is:
(A) To determine annual salary increments.
(B) To justify disciplinary action.
(C) To identify employee development needs and create action plans.
(D) To fulfill an administrative requirement.

166. In the context of the consultant-client relationship, what is the 'diagnosis' phase?
(A) The consultant presents a final bill for services rendered.
(B) The consultant and client work together to gather and analyze data to understand the problem.
(C) The consultant provides a pre-made solution without any investigation.
(D) The client implements the changes suggested by the consultant.

167. Identify the correct assessment of the following statements:
Statement I : Human Resource Accounting is primarily concerned with identifying and measuring data about human resources.
Statement II : The main output of HR Accounting is communicating this information to interested parties, especially top management.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

168. Which IHRM model poses the greatest risk of cultural myopia and resentment from local employees?
(A) Ethnocentric
(B) Geocentric
(C) Polycentric
(D) Regiocentric

169. What is the most significant contribution of a well-managed HRIS to an organization?
(A) It increases the time HR staff spend on paperwork.
(B) It isolates the HR department from the rest of the organization.
(C) It transforms HR from a purely administrative function to a strategic partner.
(D) It makes tracking employee data impossible.

170. Which of the following is NOT a characteristic of a supportive HRD climate?
(A) The perception that development is for remedial purposes only.
(B) Top management's belief that HRD is important.
(C) A culture of risk-taking and experimentation.
(D) Openness in communication and feedback.

171. The "internalization" stage in the SECI model of knowledge management involves:
(A) Sharing tacit knowledge through observation.
(B) Articulating tacit knowledge into concepts.
(C) Combining different sets of explicit knowledge.
(D) Embodying explicit knowledge into tacit form through practice and learning.

172. A key component of IHRM's role in promoting sustainable business is:
(A) Encouraging practices that deplete natural resources faster.
(B) Ensuring ethical labor standards and promoting employee well-being globally.
(C) Focusing solely on profit maximization irrespective of social costs.
(D) Minimizing all forms of employee training to cut costs.

173. Which one of the following is a key feature of a transnational organisation?

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expertise.
(B) Increase the client system's own capacity to solve problems.
(C) Impose their own values on the client system.
(D) Take credit for all successful outcomes.

193. The primary reason for conducting an HRD audit is:
(A) To punish the HR department for failures.
(B) Systematic assessment of HRD function effectiveness and alignment with goals.
(C) To satisfy a legal requirement applicable to all businesses.
(D) To set the salary for the head of the HR department.

194. The shift from a polycentric to a geocentric approach in IHRM is often associated with a firm's transition from a _____ to a _____ strategy.
(A) multi-domestic; global/transnational
(B) domestic; multi-domestic
(C) global; domestic
(D) transnational; multi-domestic

195. Identify the correct assessment of the following statements about HRIS:
(a) An HRIS can improve the efficiency of HR administrative tasks.
(b) An HRIS provides data analytics for strategic workforce planning.
(c) The implementation of an HRIS requires no financial investment.
(d) An HRIS can help ensure compliance with reporting requirements.
(e) An HRIS completely removes the need for human judgment in HR decisions.
Which of the above statement(s) is/are correct?
(A) (a), (b), and (d)
(B) (c), (d), and (e)
(C) (a), (c), and (e)
(D) (b), (c), and (d)

196. The "Action-Research" model gets its name because it involves:
(A) Taking action without any research.
(B) Doing research without taking any action.
(C) Researching the actions of competitors.
(D) A cyclical process of researching a situation and taking action to change it.

197. Which of these is the best example of an HRD outcome?
(A) Conducting a training program.
(B) Purchasing a new HRIS software.
(C) An improvement in team problem-solving skills.
(D) Designing a new performance appraisal form.

198. Read the following statements and choose the correct option:
Assertion (A) : In a transnational organisation, a purely ethnocentric IHRM approach is often ineffective and can lead to failure.
Reason (R) : While diversity brings a wealth of perspectives, it can also lead to miscommunication and conflict if not managed proactively through effective IHRM practices.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

199. "The systematic process of identifying the future human resource requirements of an organization and developing the plans to meet those needs" is an example of which HRD mechanism?
(A) Performance Appraisal
(B) Training and Development
(C) Organization Development
(D) Career Planning

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200. What is a key assumption of HRD concerning organizational climate?
(A) A positive and supportive climate is essential for facilitating employee development.
(B) The organizational climate has no impact on the effectiveness of HRD initiatives.
(C) HRD can thrive in a climate of fear and mistrust.
(D) A rigid, bureaucratic climate is most conducive to learning.

201. Which of the following is NOT a goal of Knowledge Management?
(A) To capture and codify employee knowledge.
(B) To facilitate knowledge sharing across the organization.

(C) Autonomy
(D) Collaboration

183. Identify the correct assessment of the following statements:
Statement I : Knowledge Management is simply about creating a large document repository.
Statement II : Effective Knowledge Management involves creating a culture where people are willing to share what they know.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is false, but Statement II is true.
(D) Statement I is false, but Statement II is true.

184. The successful implementation of an HRIS can provide an organization with:
(A) A competitive advantage through better management of human capital.
(B) Increased administrative burdens.
(C) Less reliable data for decision making.
(D) More reasons to avoid employee training.

185. In IHRM, repatriation is often a challenging process because:
(A) The company has no use for the international experience gained by the employee.
(B) The employee's salary is always doubled upon return.
(C) The employee finds it hard to adjust back to the home country's culture and work environment.
(D) The home country's office is always a better place to work.

186. Which of the following is a core concept of HRD?
(A) HRD is a continuous process of developing employee competencies.
(B) HRD is a one-time activity.
(C) HRD is focused only on senior management.
(D) HRD is an expense with no expected return.

187. The main purpose of a cross-cultural study in the context of IHRM is to:
(A) Create a single, uniform global culture.
(B) Rank cultures from best to worst.
(C) Eliminate the need for international business travel.
(D) Help managers navigate cultural differences to improve business effectiveness.

188. Match the items in List I with those in List II regarding HRD elements:
List I: (HRD Element)
P. HRD Concepts
Q. HRD Mechanisms
R. HRD Culture
S. HRD Interventions
List II: (Focus)
1. Shared values and beliefs about development
2. Specific planned activities for change
3. Foundational ideas and principles of HRD
4. Tools and processes for development (e.g., training, appraisal)
(A) P-3, Q-4, R-1, S-2
(B) P-1, Q-2, R-3, S-4
(C) P-3, Q-1, R-4, S-2
(D) P-4, Q-3, R-2, S-1

189. A "learning organization" culture, which is highly conducive to HRD, is characterized by:
(A) A fear of making mistakes.
(B) A rigid hierarchy where information is power.
(C) A commitment to continuous learning, reflection, and knowledge sharing.
(D) A focus on individual performance over team learning.

190. Arrange the following events in a typical expatriate assignment cycle chronologically.
1. Repatriation and readjustment
2. On-assignment support
3. Pre-departure training
4. Selection for assignment
(A) 4, 3, 2, 1
(B) 1, 2, 3, 4
(C) 4, 2, 3, 1
(D) 3, 4, 1, 2

191. Which of the following is NOT a core function of IHRM?
(A) Management of global supply chains
(B) International recruitment and selection
(C) International compensation and benefits
(D) Training and development for global assignments

192. A key principle of the consultant-client relationship in HRD is that the consultant should work to:
(A) Make the client system dependent on their

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(A) Decision-making is highly centralized in the home country.
(B) Knowledge is developed at the center and transferred to subsidiaries.
(C) It is a global network of assets and resources.
(D) It treats foreign subsidiaries as independent, autonomous units.

174. An HRD specialist conducts a series of workshops on "Managing Unconscious Bias" for hiring managers in a global firm. This activity is best classified as:
(A) A function of HR accounting.
(B) The implementation of a new HRIS module.
(C) A part of the annual financial audit.
(D) An HRD intervention aimed at improving cultural diversity management.

175. Read the following statements related to the consultant-client relationship in HRD:
(a) The relationship should be based on a clear contract or agreement of expectations.
(b) The consultant's role is to act as a facilitator, not a dictator of solutions.
(c) The ultimate goal is to make the client organization dependent on the consultant.
(d) Authenticity and mutual trust are critical for the success of the relationship.
(e) The client's involvement should be minimal to avoid interference.
Which of the above statement(s) is/are correct?
(A) (a), (c) and (e)
(B) (c), (d) and (e)
(C) (a), (b) and (d)
(D) (b), (c) and (d)

176. The Action-Research Model is particularly suited for HRD because:
(A) It provides quick fixes without needing data.
(B) It promotes organizational learning and solves real-world problems simultaneously.
(C) It is the cheapest method of intervention.
(D) It places all responsibility on the external consultant.

177. The primary focus of Human Resource Development (HRD) is:
(A) Maintenance-oriented
(B) Development-oriented
(C) Control-oriented
(D) Administration-oriented

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178. Read the following statements and choose the correct option:
Assertion (A) : The choice of an IHRM model (e.g., ethnocentric, polycentric, geocentric) is influenced by the firm's overall business strategy.
Reason (R) : A firm pursuing a global strategy needs an IHRM model that fosters global integration (like geocentric), while a firm with a multi-domestic strategy needs a model that supports local responsiveness (like polycentric).
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

179. A comprehensive HRD audit would examine all of the following EXCEPT:
(A) The alignment of HRD strategy with business strategy.
(B) The competencies of the HRD staff.
(C) The company's detailed product marketing plan.
(D) The appropriateness of HRD systems and processes.

180. A key advantage of having a culturally diverse workforce in an international firm is:
(A) The simplification of communication processes.
(B) A reduction in the need for cross-cultural training.
(C) The guaranteed absence of workplace conflict.
(D) A greater variety of perspectives leading to better problem-solving and innovation.

181. Which of the following is a good example of an HRD Mechanism?
(A) High employee satisfaction
(B) Increased company profit
(C) A structured career planning system
(D) A positive work environment

182. A manager helping a subordinate to face and work through a challenging issue instead of avoiding it is an example of which HRD value in action?
(A) Proaction
(B) Confrontation

(C) To encourage employees to hoard their knowledge for personal gain.
(D) To create an environment where knowledge is valued.

202. Identify the correct assessment of the following statements:
Statement I : IHRM and sustainable business are closely linked, as ethical management of people is a key pillar of sustainability.
Statement II : A business can be considered truly sustainable even if it exploits labor in its global operations.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

203. A company that staffs its foreign subsidiaries with a mix of parent-country, host-country, and third-country nationals, based on who is best for the job, is following a(n) _____ approach.
(A) ethnocentric
(B) polycentric
(C) regiocentric
(D) geocentric

204. Which of the following is a key characteristic of the consultant-client relationship in HRD?
(A) A focus on short-term fixes.
(B) A collaborative partnership.
(C) A clear power imbalance in favor of the consultant.
(D) A lack of clear goals.

205. The primary purpose of conducting an HRD audit is to:
(A) Identify training needs for one specific employee.
(B) Prepare the company's tax returns.
(C) Assess the overall health and effectiveness of the organization's entire HRD system.
(D) Conduct exit interviews.

206. A key difference between a transnational organization and a simple multinational is the transnational's emphasis on:
(A) Strict home-country control.
(B) Complete independence for each subsidiary.
(C) A single, standardized product for all markets.
(D) An integrated global network and shared learning.

207. Which HRD value is demonstrated when a manager provides an employee with the necessary resources and authority to complete a task?
(A) Autonomy
(B) Confrontation
(C) Collaboration
(D) Openness

208. An HRIS module that allows managers to view employee performance data, training history, and career aspirations to identify potential candidates for internal promotion is supporting which HR function?
(A) Payroll
(B) Succession Planning
(C) Benefits Administration
(D) Customer Service

209. What is the fundamental goal of any HRD intervention?
(A) To increase paperwork for the HR department.
(B) To bring about a specific, planned change to improve effectiveness.
(C) To punish employees for poor performance.
(D) To use up the annual training budget.

210. In IHRM, the complexity of operations increases with:
(A) The greater involvement in and commitment to international business.
(B) The decrease in the number of countries a firm operates in.
(C) The degree of similarity between the home and host country cultures.
(D) The reduction of the workforce.

211. Which of the following statements correctly defines an HRD Mechanism?
(A) They are the end results of HRD, such as higher productivity.
(B) They are the underlying values, such as trust and openness.
(C) The various methods or processes used to facilitate development (e.g., training).
(D) They are the negative consequences of poor HRD implementation.

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concerned with assigning monetary value but with assessing the effectiveness and adequacy of HRD strategies, systems, structures, competencies, and culture. An HRD Audit examines the alignment of HRD activities with business goals, assesses the health of the HRD climate, and identifies strengths and weaknesses in the HRD system to recommend improvements. While HRA provides a quantitative, financial perspective on human assets, the HRD Audit offers a qualitative and strategic review of the processes and outcomes of the development function. Together, they provide a robust framework for ensuring the accountability and continuous improvement of HRD.

Based on the above source, attempt the following five questions.

271. What is the primary objective of Human Resource Accounting (HRA) as described in the passage?
(A) To assess the qualitative aspects of the HRD climate.
(B) To systematically evaluate the effectiveness of HRD strategies.
(C) To assign monetary value to an organisation's human resources.
(D) To audit the alignment of HRD activities with business goals.

272. How does an HRD Audit differ from Human Resource Accounting?
(A) An HRD Audit focuses on monetary valuation, while HRA focuses on process evaluation.
(B) An HRD Audit assesses system effectiveness, while HRA quantifies asset value.
(C) An HRD Audit is a quantitative tool, while HRA is a qualitative review.
(D) An HRD Audit is for external reporting, while HRA is for internal use only.

273. According to the passage, an HRD Audit is primarily concerned with:
(A) measuring the costs of recruiting and training employees.
(B) placing a financial value on the company's workforce.
(C) calculating the return on investment from human capital.
(D) evaluating the alignment of HRD activities with business goals.

274. The passage suggests that treating human resources as an asset on the balance sheet is a key principle of:
(A) Human Resource Accounting.
(B) HRD Audit.
(C) HRD Climate assessment.
(D) a traditional accounting system.

275. What is the combined contribution of HRA and HRD Audit to the HRD function?
(A) They focus exclusively on financial metrics to reduce costs.
(B) They primarily serve to discipline underperforming employees.
(C) They provide a framework for accountability and continuous improvement.
(D) They replace the need for other HRD mechanisms like training.

Direction : Please read the following source carefully.

The effectiveness of HRD initiatives often involves collaboration with external experts, making the consultant-client relationship a critical dynamic. This relationship is a partnership aimed at diagnosing problems and implementing developmental solutions. A successful relationship requires clear communication, mutual trust, and a well-defined contract outlining roles, responsibilities, and expected outcomes. The client must be prepared to provide access to information and people, while the consultant must maintain objectivity and ethical standards, ensuring that their interventions are in the best interest of the client organisation. Parallel to this, modern HRD is increasingly intertwined with Knowledge Management (KM). KM is the systematic process of creating, sharing, using, and managing the knowledge and information of an organisation. It is a strategic HRD function because it directly addresses the development of intellectual capital. By implementing KM systems—such as knowledge bases, communities of practice, and expert locators—HRD can foster a culture of learning and innovation. The goal is to transform tacit knowledge (personal, experience-based) into explicit knowledge (codified, communicable) that can be widely disseminated. This process prevents knowledge loss, accelerates problem-solving, and enhances organisational capability, directly aligning with the core HRD objective of maximising

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220. The key difference between a transnational and a global company is the transnational's ability to:
(A) Treat the world as a single homogenous market.
(B) Achieve both global efficiency and local responsiveness simultaneously.
(C) Allow its subsidiaries to act with complete independence.
(D) Rely solely on exporting from its home country.

221. Which statement best describes cultural diversity in the context of IHRM?
(A) It is a problem that must be eliminated by enforcing a single corporate culture.
(B) It is only relevant for employees in the marketing department.
(C) It is a source of competitive advantage if managed effectively.
(D) It only refers to the number of languages spoken at headquarters.

222. An HRD audit's scope would most likely include an assessment of:
(A) The quality of the raw materials used in production.
(B) The company's advertising budget.
(C) The efficiency of the logistics and supply chain.
(D) The alignment of HRD activities with the company's strategic objectives.

223. Identify the correct assessment of the following statements:
Statement I : The primary goal of an HRD intervention is to diagnose a problem without offering any solution.
Statement II : An HRD intervention is a planned activity aimed at creating change to improve effectiveness.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is false, but Statement II is true.
(D) Statement I is true, but Statement II is false.

224. Which of the following is a core assumption of the HRD philosophy?
(A) Employee development is a cost, not an investment.
(B) People possess untapped potential.
(C) HRD is the sole responsibility of the HR department.
(D) A climate of control and mistrust is best for productivity.

225. A manager who actively seeks out feedback from their team and encourages them to take initiative is fostering which two key HRD values?
(A) Secrecy and Control
(B) Openness and Autonomy
(C) Confrontation and Reaction
(D) Collaboration and Dependency

226. In IHRM, which of the following is a major reason for the high failure rate of expatriate assignments?
(A) The family's inability to adjust to the host country's culture.
(B) Overly generous compensation packages.
(C) Lack of technical skills in the expatriate.
(D) The assignment being too short.

227. Match the items in List I with those in List II regarding HRD terms:
List I: (HRD Term)
P. HRD
Q. HRM
R. HRD Climate
S. HRD Intervention
List II: (Brief Description)
1. Planned action for change
2. Broader function including maintenance and development
3. Employees' perception of the development environment
4. Focus on developing competencies for future needs
(A) P-4, Q-2, R-3, S-1
(B) P-2, Q-4, R-1, S-3
(C) P-1, Q-2, R-3, S-4
(D) P-4, Q-3, R-2, S-1

228. A key challenge for transnational organizations is managing the flow of information and knowledge across a dispersed global network. This highlights the importance of:
(A) Sticking to a strict hierarchy.
(B) Limiting communication between subsidiaries.
(C) Centralizing all knowledge at the corporate headquarters.

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249. Which of the following scenarios best illustrates an effective consultant-client relationship in HRD?
(A) The consultant identifies the problem, designs the solution, and implements it with no input from the client.
(B) The client hires the consultant and then ignores all recommendations.
(C) The consultant works with the client team to jointly diagnose the problem, brainstorm solutions, and plan implementation.
(D) The consultant provides a generic, off-the-shelf training program that is not tailored to the client's specific needs.

250. The ultimate goal of a Knowledge Management initiative is to:
(A) Leverage the organization's collective knowledge to improve performance and innovation.
(B) Increase the amount of data stored by the company.
(C) Replace human workers with artificial intelligence.
(D) Ensure that no employee ever leaves the company.

Direction : Please read the following source carefully.

Human Resource Development (HRD) is a multifaceted concept fundamentally rooted in the belief that human beings are a vital organisational asset with unlimited potential. The core assumptions of HRD posit that individuals possess a latent capacity for growth and development, which can be cultivated through systematic and planned interventions. This perspective shifts the focus from a purely utilitarian view of employees to one that values their holistic development, aligning personal growth with organisational objectives. The underlying values of HRD include a profound commitment to equity, fairness, and the creation of a supportive work environment. It champions a proactive rather than reactive approach to managing human resources, emphasizing continuous learning, collaboration, and creativity. The philosophy of HRD is not merely about training; it encompasses a broader framework for nurturing capabilities, fostering a positive psychological contract, and building a culture where every employee is empowered to contribute their best. This developmental orientation is assumed to lead to enhanced organisational effectiveness, greater employee satisfaction, and improved adaptability in a dynamic business landscape. Ultimately, HRD is a strategic investment in the intellectual and emotional capital of the workforce, driven by the assumption that developing people is the most effective way to develop the organisation itself.

Based on the above source, attempt the following five questions.

251. Which of the following best encapsulates the core assumption of Human Resource Development?
(A) Employees are a cost to be minimised through automation.
(B) Individuals have a latent capacity for growth that can be systematically nurtured.
(C) Human potential is fixed and can be accurately measured at the point of hire.
(D) Organisational goals are inherently in conflict with individual aspirations.

252. According to the passage, the values underpinning HRD philosophy primarily promote:
(A) a work environment characterised by equity, support, and fairness.
(B) a competitive environment based on individual performance metrics.
(C) a reactive approach to addressing employee grievances and conflicts.
(D) a strict hierarchical structure to ensure organisational discipline.

253. The passage suggests that the strategic orientation of HRD is best described as:
(A) a short-term focus on immediate skill gaps.
(B) a reactive measure to correct performance deficiencies.
(C) a proactive investment in the workforce's capabilities.
(D) a narrow concentration on administrative functions.

254. What is the implied relationship between individual development and organisational development in HRD?
(A) The two are independent processes with no significant overlap.

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form (e.g., a concept or model).
(D) Sharing tacit knowledge through observation and imitation.

238. An HRD audit that checks whether the training programs offered are actually contributing to the achievement of business unit goals is assessing the _____ of the HRD function.
(A) cost
(B) compliance
(C) size
(D) alignment

239. The most significant challenge of managing a culturally diverse workforce is:
(A) Overcoming stereotypes and improving intercultural communication.
(B) Finding enough parking spaces for everyone.
(C) Deciding on a single language for the company website.
(D) The fact that diverse teams are always less creative.

240. The IHRM model that is most aligned with a global or transnational strategy is the:
(A) Ethnocentric model
(B) Geocentric model
(C) Polycentric model
(D) Domestic model

241. Arrange the following HRD concepts in a hierarchy from foundational to applied.
1. Specific HRD Interventions (e.g., coaching)
2. Core HRD Values (e.g., openness, trust)
3. HRD Mechanisms (e.g., performance appraisal system)
(A) 2, 3, 1
(B) 1, 2, 3
(C) 3, 1, 2
(D) 2, 1, 3

242. IHRM contributes to sustainable business by focusing on the 'triple bottom line'. This means paying attention to:
(A) People, Planet, and Profit.
(B) Sales, Marketing, and Finance.
(C) Recruitment, Training, and Compensation.
(D) Home, Host, and Third Countries.

243. The core purpose of HRD is to help an organization secure a better future through:
(A) Cost cutting and downsizing.
(B) Stricter rules and regulations.
(C) The development of its people.
(D) Acquiring its competitors.

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244. A key weakness of the ethnocentric approach to IHRM is that it:
(A) Is too expensive to implement.
(B) Is very effective in adapting to local markets.
(C) Over-promotes host-country nationals.
(D) Leads to a 'cultural arrogance' and can alienate local stakeholders.

245. Identify the correct assessment of the following statements:
Statement I : An HRIS is a tool that can help automate HR processes and provide data for analysis.
Statement II : The strategic value of an HRIS lies in its ability to support talent management and workforce planning with data-driven insights.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

246. In the context of the Action-Research Model, the 'evaluation' phase directly informs the next cycle's _____ phase.
(A) action
(B) diagnosis
(C) termination
(D) contracting

247. A core assumption of Human Resource Development is that HRD is a _____ function.
(A) reactive
(B) static
(C) passive
(D) proactive

248. The practice of using a 360-degree feedback system for developmental purposes rather than for salary decisions is an example of what?
(A) A HRD intervention
(B) A HR accounting method
(C) An IHRM model
(D) An HRIS bug

(D) Implementing effective Knowledge Management systems and processes.

229. Which of the following is a valid objective of HR Accounting?
(A) To replace the need for performance appraisals.
(B) To determine the social security numbers of all employees.
(C) To provide a basis for evaluating the return on investment in human capital.
(D) To ensure the company's financial statements are inaccurate.

230. A company that groups its subsidiaries into geographical clusters like 'Asia-Pacific', 'Europe', and 'North America' and tends to coordinate policy within these clusters is likely using a(n) _____ IHRM approach.
(A) Ethnocentric
(B) Regiocentric
(C) Polycentric
(D) Geocentric

231. Identify the correct assessment of the following statements about benefits of a well-implemented HRIS:
(a) Improved accuracy of employee data.
(b) Enhanced strategic decision-making through analytics.
(c) Increased time spent by HR on administrative tasks.
(d) Streamlined HR processes like recruitment and onboarding.
(e) Reduced ability to comply with government reporting.
Which of the above statement(s) is/are correct?
(A) (a), (b) and (d)
(B) (c), (d) and (e)
(C) (a), (c) and (e)
(D) (b), (c) and (d)

232. The cyclical nature of the Action-Research model (Diagnose-Act-Evaluate-Diagnose...) implies that:
(A) Change is a continuous process of learning and improvement.
(B) Organizational change is a one-time event.
(C) The model is not scientific.
(D) The initial diagnosis is always perfect.

233. The primary difference between IHRM and domestic HRM is the:
(A) Lack of complexity in IHRM.
(B) Absence of a recruitment function in IHRM.
(C) Increased complexity due to variables like culture, law, and multiple national contexts.
(D) Focus of IHRM only on compensation.

234. In the consultant-client relationship, building trust is essential because:
(A) It encourages open sharing of sensitive information necessary for an accurate diagnosis.
(B) It allows the consultant to charge a higher fee.
(C) It ensures the client will become dependent on the consultant.
(D) It is a legal requirement in all consulting contracts.

235. Which of the following best captures the essence of an 'HRD intervention'?
(A) A routine administrative task.
(B) An informal conversation between two employees.
(C) The annual company picnic.
(D) A structured activity or program designed to produce a specific developmental change.

236. Read the following statements and choose the correct option:
Assertion (A) : A positive HRD Climate is positively correlated with organisational commitment.
Reason (R) : An HRD Climate that provides opportunities for growth and demonstrates organizational support for employees fosters a sense of belonging and loyalty.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

237. The 'externalization' phase of the SECI model of Knowledge Management involves:
(A) Learning by doing.
(B) Combining various reports into a new summary.
(C) Articulating tacit knowledge into explicit

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(B) Organisational development must always precede individual development.
(C) Individual development is a secondary benefit of pursuing organisational goals.
(D) The development of people is considered a primary driver for developing the organisation.

255. The passage contrasts the HRD perspective with which of the following views of employees?
(A) A view of employees as strategic partners in business.
(B) A view of employees as a source of innovation and creativity.
(C) A purely utilitarian view focused on employees as a factor of production.
(D) A developmental view focused on long-term career progression.

Direction : Please read the following source carefully.

HRD mechanisms are the operational tools and subsystems that translate the philosophy of Human Resource Development into concrete action. These mechanisms are designed to initiate, facilitate, and promote the development process within an organisation. Key examples include performance appraisal, which should be development-oriented rather than purely judgmental; potential appraisal, which seeks to identify and map the future capabilities of employees; and career planning, which aligns individual aspirations with organisational opportunities. Other vital mechanisms are training and development, coaching, mentoring, and organisational development interventions. The implementation and refinement of these mechanisms are often guided by the Action-research Model. This model provides a cyclical framework for diagnosing problems, collecting data, taking action, and evaluating the results of that action. It is a participative and collaborative process where HRD professionals and line managers work together to identify developmental needs, design and implement appropriate mechanisms, and then systematically assess their impact. This iterative cycle of diagnosis, action, and evaluation ensures that HRD mechanisms are not static but are continuously adapted and improved to meet the evolving needs of both the employees and the organisation, thereby making the development process dynamic and contextually relevant.

Based on the above source, attempt the following five questions.

256. Which of the following is described in the passage as a key HRD mechanism?
(A) Disciplinary action and grievance handling.
(B) Potential appraisal for identifying future capabilities.
(C) Payroll administration and benefits management.
(D) Employee surveillance and monitoring systems.

257. What is the primary characteristic of the Action-research Model as applied to HRD?
(A) A top-down, non-participative approach to policy implementation.
(B) A one-time intervention with a fixed and unchangeable plan.
(C) A focus solely on theoretical research without practical application.
(D) A cyclical and collaborative process of diagnosis, action, and evaluation.

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258. According to the passage, the purpose of applying the Action-research Model to HRD mechanisms is to ensure they are:
(A) continuously adapted and relevant to current needs.
(B) static and uniformly applied across all departments.
(C) primarily focused on cost reduction and efficiency.
(D) designed exclusively by external consultants.

259. The passage suggests that a development-oriented performance appraisal should primarily focus on:
(A) identifying grounds for employee termination.
(B) justifying salary and wage decisions.
(C) facilitating employee growth and improvement.
(D) comparing employees for ranking purposes.

260. Based on the passage, what is the fundamental role of HRD mechanisms?
(A) To operationalise the HRD philosophy through practical tools.
(B) To enforce organisational rules and

212. A company's policy states: "We fill key positions in our international subsidiaries with nationals from the country where the subsidiary is located." This is a clear example of a(n) _____ policy.
(A) geocentric
(B) ethnocentric
(C) neocolonial
(D) polycentric

213. Identify the correct assessment of the following statements regarding HRD Culture and Climate:
(a) HRD Culture is the set of shared values and beliefs about developing people.
(b) HRD Climate is the perception of HRD policies and practices by employees.
(c) A strong HRD culture automatically guarantees a positive HRD climate.
(d) Climate is more about what is perceived, while culture is more about what is deeply believed.
Which of the above statement(s) is/are correct?
(A) (a) and (c) only
(B) (b) and (c) only
(C) (a), (b) and (d)
(D) (a), (b), (c) and (d)

214. The Action-Research Model emphasizes a partnership between the researcher/consultant and the organization. This collaborative aspect is crucial for:
(A) Ensuring the consultant is paid on time.
(B) Increasing the commitment of organizational members to the change process.
(C) Making the research process longer and more complicated.
(D) Proving the academic superiority of the researcher.

215. The "Historical Cost Approach" in Human Resource Accounting refers to:
(A) Measuring the cost of replacing an employee.
(B) Estimating an employee's future value to the company.
(C) Calculating the total compensation paid to an employee to date.
(D) Capitalizing all costs associated with recruiting, hiring, and training.

216. A key contribution of IHRM to a sustainable business model is:
(A) Developing global leaders who integrate social, environmental, and economic considerations into their decisions.
(B) Focusing exclusively on maximizing shareholder returns in the short term.
(C) Encouraging the use of child labor to reduce costs in developing nations.
(D) Ignoring local customs and laws to standardize global operations.

217. In a consultant-client relationship for an HRD intervention, what is the 'termination' phase?
(A) The point where the project begins.
(B) The firing of the consultant due to incompetence.
(C) Conclusion of project where consultant role ends and client takes ownership.
(D) The point where the problem is first identified.

218. An organisation that uses an integrated IT system to manage recruitment, performance management, training records, and payroll is utilizing a(n):
(A) Human Resource Information System (HRIS)
(B) Knowledge Management System
(C) Customer Relationship Management (CRM) System
(D) Enterprise Resource Planning (ERP) System without an HR module

219. Read the following statements and choose the correct option:
Assertion (A) : Knowledge Management is not just a technological solution but also a cultural one.
Reason (R) : For knowledge to be shared effectively, the organizational culture must foster trust, collaboration, and a willingness to share, which technology alone cannot create.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

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effectiveness. They represent the action-oriented aspect of Human Resource Development, translating strategic goals into tangible programmes. These interventions are not ad-hoc measures but are carefully chosen based on a thorough diagnosis of organisational needs. The scope of HRD interventions is broad, ranging from those focused on the individual employee to those targeting the entire organisation. At the individual level, interventions like coaching, mentoring, and counselling aim to enhance personal skills, competencies, and well-being. At the group or team level, interventions such as team building, process consultation, and conflict resolution focus on improving interpersonal dynamics and collaborative functioning. Organisation-wide interventions encompass activities like organisational development (OD), culture change initiatives, and the implementation of new systems like Total Quality Management (TQM) or learning organisations. The success of any HRD intervention hinges on its relevance to the diagnosed problem, the commitment of top management, and the active participation of the employees it is intended to benefit. The ultimate goal is to create a self-renewing system where continuous improvement and development become an integral part of the organisational fabric.

Based on the above source, attempt the following five questions.

266. What is the defining characteristic of HRD interventions according to the passage?
(A) They are reactive responses to unforeseen crises.
(B) They are planned activities based on a diagnosis of needs.
(C) They are unplanned and spontaneous activities.
(D) They are exclusively focused on individual training programs.

267. Which of the following is presented as an example of an individual-level HRD intervention?
(A) Organisational development.
(B) Coaching and mentoring.
(C) Team building.
(D) Process consultation.

268. The passage suggests that the success of an HRD intervention is critically dependent on:
(A) the commitment of top management and employee participation.
(B) its low cost and ease of implementation.
(C) the exclusive involvement of external consultants.
(D) its independence from any prior needs diagnosis.

269. Based on the passage, what is the focus of group-level HRD interventions?
(A) Enhancing personal skills and individual well-being.
(B) Implementing organisation-wide culture change.
(C) Improving interpersonal dynamics and team collaboration.
(D) Redesigning the overall organisational structure.

270. What is the ultimate goal of implementing HRD interventions as described in the text?
(A) To downsize the workforce for greater efficiency.
(B) To resolve immediate, short-term operational problems.
(C) To centralise all decision-making authority at the top.
(D) To establish a system of continuous improvement and development.

Direction : Please read the following source carefully.

Within the strategic framework of HRD, Human Resource Accounting (HRA) and HRD Audit serve as critical evaluation and measurement tools. Human Resource Accounting is a process of identifying, measuring, and communicating information about the value of an organisation's human resources. It attempts to assign a monetary value to the costs incurred in recruiting, selecting, hiring, training, and developing employees, as well as to the economic value they generate. The objective of HRA is to treat human capital as an asset on the balance sheet rather than merely an expense, thereby providing management with more comprehensive data for decision-making. In contrast, an HRD Audit is a systematic and comprehensive evaluation of the entire human resource development function. It is not primarily

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regulations.
(C) To reduce the overall headcount of the organisation.
(D) To manage the logistics of employee recruitment.

Direction : Please read the following source carefully.

The concepts of HRD Culture and HRD Climate are central to understanding the environment in which human resource development takes place, though they operate at different levels. HRD Culture refers to the deep-seated, enduring values, beliefs, and assumptions about human resource development that are shared by members of an organisation. It is the 'personality' of the organisation concerning people development, manifesting in its long-term commitment to learning, openness, and trust. A strong HRD culture values experimentation, encourages collaboration, and treats employees as a source of strategic advantage. In contrast, HRD Climate represents the more perceptible and immediate atmosphere of the workplace. It is the shared perception employees have about the organisation's HRD policies, practices, and procedures. Climate can be seen as a manifestation of the underlying culture and is more temporary and subject to change with new leadership or policies. For instance, while the culture might value continuous learning, the climate might be perceived as unsupportive if managers do not actively provide opportunities for training. A positive HRD climate, where employees feel that the organisation genuinely invests in their growth, is essential for the effective implementation and acceptance of HRD interventions. An organisation's HRD culture provides the foundation, while the climate reflects the day-to-day reality experienced by its employees.

Based on the above source, attempt the following five questions.

261. What is the primary distinction between HRD Culture and HRD Climate as described in the passage?
(A) Culture is temporary and easily changed, whereas climate is enduring.
(B) Culture is related to policies, whereas climate is related to beliefs.
(C) Culture applies to managers, while climate applies to non-managerial employees.
(D) Culture represents deep values, while climate is the perceptible atmosphere.

262. According to the passage, a strong HRD Culture would most likely be characterised by:
(A) a high degree of secrecy and information control.
(B) a belief in treating employees as a strategic advantage.
(C) a focus on short-term results over long-term development.
(D) a rigid adherence to established, unchanging procedures.

263. The passage implies that HRD Climate is a reflection of:
(A) the organisation's financial performance.
(B) the external economic environment.
(C) employee perceptions of HRD practices and policies.
(D) the deep-seated values of the society at large.

264. How does the passage illustrate a potential mismatch between HRD Culture and Climate?
(A) An organisation that has a negative climate despite high employee salaries.
(B) An organisation that changes its HRD policies in response to market demands.
(C) An organisation where the culture and climate are perfectly aligned.
(D) An organisation with a cultural value of learning but managers who fail to support training.

265. What is the relationship between culture and climate as suggested by the text?
(A) Culture provides the foundation, and climate is a reflection of it.
(B) Climate is the foundation upon which the culture is built.
(C) Culture is a manifestation of the prevailing climate.
(D) Culture and climate are independent and do not influence each other.

Direction : Please read the following source carefully.

HRD interventions are planned, systematic activities designed to bring about improvements in individual, group, and organisational

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human potential for organisational benefit.
Based on the above source, attempt the following five questions.

276. According to the passage, what is a fundamental requirement for a successful consultant-client relationship in HRD?
(A) Mutual trust and clearly defined roles and responsibilities.
(B) The consultant having a permanent role within the organisation.
(C) A lack of formal contracts to allow for flexibility.
(D) The client withholding sensitive information from the consultant.

277. What is the primary goal of Knowledge Management (KM) as described in the text?
(A) To limit access to organisational information to senior management.
(B) To replace human expertise with automated systems entirely.
(C) To document the history of the consultant-client relationship.
(D) To systematically manage organisational knowledge for strategic advantage.

278. The passage suggests that Knowledge Management is considered a strategic HRD function because it:
(A) reduces the need for external consultants.
(B) directly contributes to the development of intellectual capital.
(C) primarily focuses on managing client relationships.
(D) automates all administrative HR tasks.

279. The process of transforming tacit knowledge into explicit knowledge within a KM framework aims to:
(A) keep valuable knowledge confined to a few key experts.
(B) convert documented information into personal intuition.
(C) make personal, experience-based knowledge more widely communicable.
(D) ensure that all organisational knowledge remains uncodified.

280. Which of the following best describes the ethical responsibility of a consultant in an HRD context?
(A) To prioritise personal financial gain over client needs.
(B) To implement solutions that are easiest to deploy.
(C) To share the client's confidential data with competitors.
(D) To act in the best interest of the client organisation.

Direction : Please read the following source carefully.

The Human Resource Information System (HRIS) is an integrated system designed to acquire, store, manipulate, analyze, retrieve, and distribute pertinent information regarding an organisation's human resources. It serves as a critical technological backbone for both administrative HRM and strategic HRD. By automating routine tasks such as payroll, attendance, and benefits administration, HRIS frees up HR professionals to focus on more strategic initiatives. For HRD specifically, an HRIS provides invaluable support for various mechanisms. It can be used to manage employee training records, track developmental progress, and identify skill gaps across the organisation. Performance and potential appraisal data can be stored and analysed within the system, facilitating more objective and data-driven career planning and succession management. Furthermore, a sophisticated HRIS can generate analytical reports and dashboards that provide insights into workforce trends, training effectiveness, and talent pipelines. This information is crucial for strategic decision-making and for evaluating the return on investment of HRD interventions. By centralizing employee information and streamlining processes, the HRIS enhances the efficiency and effectiveness of the HRD function, enabling it to deliver more targeted and impactful development programs and to demonstrate its strategic value to the organisation through robust data and analytics.
Based on the above source, attempt the following five questions.

281. What is the primary function of a Human Resource Information System (HRIS) as described in the passage?
(A) To manage and process information related to human resources.

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high staff turnover. This critical step ensures that any future actions are based on evidence rather than assumptions. Accurate identification of the core problem is necessary before any meaningful solutions can be developed or implemented.

23. (D) Production and operations management
Integrated digital platforms for managing personnel focus on tasks related to the workforce rather than industrial manufacturing processes. These systems handle administrative functions like payroll, tracking job applicants, and maintaining records of training and performance evaluations. While they support the broader goals of the organization, they do not manage the physical creation of goods or the technical logistics of supply chains. Their primary purpose is the efficient administration of human capital data.

24. (B) (b) and (d) only
Responsible international management practices focus on long-term viability by cultivating leaders who are mindful of social and environmental impacts. These strategies promote ethical behavior and employee well-being across all global locations, ensuring that the organization operates responsibly. This approach rejects a narrow focus on short-term financial gains, instead emphasizing the importance of human capital development for lasting success. Integrating these values into personnel management helps build a resilient and ethical global enterprise.

25. (C) The level of a firm's international activity and its business strategy.
The management of human resources in a global context is fundamentally influenced by how the organization competes in international markets. As a firm expands its operations and adopts different strategic orientations, the complexity of its personnel functions increases. Factors such as the degree of global integration versus local responsiveness dictate the specific policies and practices required. Therefore, the broader business goals and international reach serve as the primary drivers of management structure.

26. (A) Examines the alignment of HRD activities with business goals and effectiveness.
Strategic evaluations of developmental functions go beyond simple legal compliance to ensure that all activities support the organization's long-term objectives. This process assesses the quality of training, the health of the organizational climate, and the overall impact of developmental initiatives on performance. Unlike administrative audits, it focuses on the strategic value and future-oriented potential of human capital. Such reviews identify gaps in current practices and suggest ways to enhance organizational learning.

27. (A) Both A and R are true and R is the correct explanation of A.
Capturing and utilizing the collective expertise of employees is vital for maintaining a strong competitive position in modern markets. This process prevents the loss of critical insights when staff leave, ensuring that the organization retains its intellectual assets. By facilitating the sharing and application of knowledge, the firm fosters continuous learning and innovation. Effectively managing these assets allows the organization to respond more quickly to changes and solve complex problems.

28. (B) The presence of people from different cultural backgrounds within an organization's workforce.
Modern global organizations are characterized by a workforce that includes individuals with diverse societal values, languages, and perspectives. This variety results from operating across multiple nations and hiring talent from various regions. Managing this diversity effectively involves creating an inclusive environment where different viewpoints contribute to innovation and problem-solving. It is a fundamental aspect of international management that requires specialized skills to ensure effective communication and collaboration within heterogeneous teams.

29. (A) Grow and develop, and this is a natural process.
A fundamental belief in human potential drives developmental initiatives within organizations. This perspective assumes that all individuals possess the inherent capacity to acquire new skills and adapt to changing requirements over time. By providing the right environment and resources, the organization can facilitate this natural progression toward higher levels of

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(D) Developing a company mission statement.

288. According to the passage, how is IHRM linked to the concept of sustainable business?
(A) By focusing solely on maximizing short-term profits.
(B) By ensuring ethical labour practices and promoting diversity.
(C) By ignoring environmental and social performance.
(D) By minimizing the size of the international workforce.

289. The term 'triple bottom line' in the context of sustainable business refers to:
(A) a focus on three different product lines.
(B) a management structure with three hierarchical levels.
(C) a strategy involving three distinct international markets.
(D) a consideration of environmental, social, and financial performance.

290. The passage suggests that a sustainable IHRM approach contributes to a business's long-term viability by:
(A) building a positive employer brand and mitigating risks.
(B) increasing scrutiny from regulatory bodies.
(C) focusing exclusively on financial outcomes.
(D) limiting the company's global expansion.

Direction : Please read the following source carefully.

The functions of International Human Resource Management (IHRM) encompass the standard domains of HRM but are executed with a significantly higher degree of complexity due to the international context. Core functions include international recruitment and selection, training and development for global assignments, and designing compensation and performance appraisal systems that are equitable across different countries and cultures. For instance, compensating an expatriate involves managing base salary, benefits, and various allowances for cost of living and hardship, which is far more complex than domestic compensation. A critical element informing all IHRM functions is the use of cross-cultural studies. These studies provide frameworks and insights for understanding how cultural values and norms influence work-related attitudes, motivation, and communication styles. Managing cultural diversity is a direct application of this knowledge. Rather than trying to eliminate differences, effective IHRM seeks to leverage cultural diversity as a source of competitive advantage. This involves creating an inclusive environment where diverse perspectives are valued, facilitating effective cross-cultural communication, and training managers to lead multicultural teams. Failure to understand and manage cultural nuances can lead to failed expatriate assignments, poor team dynamics, and ineffective business negotiations, highlighting the centrality of cultural competence in IHRM.

Based on the above source, attempt the following five questions.

291. Compared to domestic HRM, the functions of IHRM are primarily characterised by:
(A) a lower degree of complexity.
(B) a focus on a single, uniform culture.
(C) a significantly higher degree of complexity.
(D) an identical set of challenges and solutions.

292. According to the passage, what is the role of cross-cultural studies in IHRM?
(A) To provide insights for understanding and managing cultural differences.
(B) To encourage the adoption of a single corporate culture worldwide.
(C) To rank different cultures based on their business suitability.
(D) To eliminate cultural diversity from the workplace.

293. Effective management of cultural diversity in an IHRM context involves:
(A) attempting to eliminate all cultural differences.
(B) hiring employees from only one cultural background.
(C) ignoring cultural nuances in business communication.
(D) leveraging diverse perspectives as a competitive advantage.

294. Which factor adds complexity to international compensation, as mentioned in the passage?
(A) The need to pay all employees the same salary regardless of location.
(B) The management of base salary plus various allowances for expatriates.

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(B) To exclusively handle external recruitment and hiring.
(C) To replace the need for human interaction in the workplace.
(D) To function solely as a communication tool for employees.

282. According to the passage, how does HRIS support strategic HRD?
(A) By limiting access to employee data to prevent misuse.
(B) By providing data and analytics for decision-making and evaluation.
(C) By focusing only on automating administrative payroll tasks.
(D) By eliminating the need for performance appraisals.

283. Which HRD mechanism is directly facilitated by the HRIS's ability to store and analyse performance data?
(A) Employee-led social events.
(B) Career planning and succession management.
(C) Initial job interviews.
(D) Union-management negotiations.

284. The passage suggests that one of the benefits of implementing an HRIS is that it:
(A) allows HR professionals to focus more on strategic initiatives.
(B) increases the amount of routine administrative work for HR professionals.
(C) decentralises all HR data, making it harder to access.
(D) makes HRD interventions less targeted and more generic.

285. The strategic value of HRIS in the context of HRD lies in its capacity to:
(A) decrease employee engagement by automating interactions.
(B) function without the need for regular updates or maintenance.
(C) demonstrate the impact of development programs through data.
(D) operate independently of the organisation's strategic goals.

Direction : Please read the following source carefully.

International Human Resource Management (IHRM) emerges from the complexities of managing people in a global business environment. The organisational context of IHRM is shaped by a firm's level of internationalisation, its strategic orientation, and the industry in which it operates. For example, a multinational enterprise with operations in dozens of countries faces vastly different HR challenges than a domestic firm that only exports its products. IHRM involves not just the typical HR functions but also a broader range of activities, such as managing expatriates, dealing with diverse legal and political systems, and navigating different cultural norms. A critical contemporary dimension of IHRM is its connection to sustainable business practices. Sustainable business extends beyond profitability to include environmental and social performance, often referred to as the 'triple bottom line'. In this context, IHRM plays a vital role by ensuring ethical labour practices across global supply chains, promoting diversity and inclusion within a global workforce, and developing leaders with a global mindset who are committed to corporate social responsibility. A sustainable IHRM approach helps build a positive employer brand, mitigates risks associated with global operations, and contributes to the long-term viability and legitimacy of the business in a world where social and ethical performance is increasingly scrutinized.

Based on the above source, attempt the following five questions.

286. The organisational context of IHRM, as mentioned in the passage, is primarily shaped by:
(A) the company's domestic marketing strategy.
(B) the number of employees in the headquarters alone.
(C) the personal preferences of the HR manager.
(D) the firm's level of internationalisation and strategic orientation.

287. What is a key challenge for IHRM that is not typically faced by domestic HRM?
(A) Conducting employee performance appraisals.
(B) Managing payroll and benefits.
(C) Managing expatriates and navigating diverse legal systems.

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ANSWERS

1. (B) Systematic activities designed for members to learn skills for current and future job demands.
Human resource development focuses on enhancing the capabilities of organizational members through structured learning experiences. This process aims to align individual skills with the evolving requirements of specific roles and broader organizational objectives. By emphasizing both immediate performance and long-term professional growth, it ensures that the workforce remains competent and adaptable. Such systematic activities facilitate continuous improvement and knowledge acquisition within a dynamic organizational environment.

2. (C) Statement I is true, but Statement II is false.
The foundational philosophy of human resource development views the workforce as a strategic asset requiring ongoing investment for long-term organizational success. This approach necessitates a supportive environment characterized by trust and collaboration to be effective. Consequently, assuming that the organizational climate does not influence developmental outcomes contradicts core principles. Developing employees effectively requires both recognizing their inherent value and providing a conducive atmosphere for growth.

3. (C) Secrecy and control
Effective developmental frameworks rely on transparency and shared responsibility rather than restricted information flow and rigid management. Core principles include fostering trust, encouraging proactive behavior, and promoting collaborative efforts among team members. When organizations prioritize open communication and employee autonomy, they create an environment suitable for learning. Conversely, restrictive management styles hinder the growth of individuals and prevent the organization from adapting to change.

4. (D) An HRD mechanism
Structured systems designed to facilitate professional growth and organizational effectiveness are classified as developmental processes. By integrating performance evaluations with specific pathways for career advancement, organizations create a functional link between individual achievement and future opportunities. These tools serve as the practical means through which the broader goals of employee development are realized. Such processes ensure that talent is recognized and cultivated systematically within the firm.

5. (C) It is a one-time intervention focused only on data collection.
Modern organizational development frameworks emphasize iterative cycles of inquiry and intervention rather than isolated events. This methodology involves identifying challenges, implementing changes, and evaluating outcomes to inform future improvements. Collaboration between internal stakeholders and external experts ensures that the process remains relevant to actual workplace needs. Scientific knowledge is expanded through this practical problem-solving approach, which aims for sustained improvement over a period.

6. (B) Polycentric
Staffing policies that prioritize local nationals for leadership roles within their own borders focus on the unique cultural and legal requirements of each host country. This decentralized approach allows subsidiaries to operate with a high degree of local responsiveness. While corporate headquarters may retain certain positions for home-country staff, the emphasis on local talent for country-specific operations characterizes this specific international management model.

7. (D) To bring about desired change in individuals, teams, and the organization.
Targeted developmental activities aim to transform existing behaviors and capabilities to meet strategic objectives. These efforts address performance at multiple levels, ensuring that both personal growth and collective efficiency are enhanced. By focusing on intentional change, the organization can adapt to new challenges and improve its overall health. These interventions

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37. (C) To find gaps in the current HRD practices and suggest improvements.
Systematic evaluations of human resource development functions are intended to assess the overall effectiveness of learning and growth initiatives. By identifying discrepancies between desired goals and actual performance, these reviews provide a roadmap for enhancing organizational capabilities. They help ensure that developmental strategies are aligned with the broader business objectives and are delivering measurable value. This process promotes continuous improvement and accountability within the specialized function of employee development.

38. (B) Experts documenting problem-solving processes into best-practice manuals.
Knowledge management involves transforming individual, intuitive expertise into a format that can be easily shared and stored by the organization. When specialists record their methods and insights in structured documents, they make their internal knowledge accessible to others. This process ensures that valuable skills are not lost and can be utilized across the entire firm. Such formalization is a critical step in building a resilient and informed workforce capable of consistent performance.

39. (C) (a), (b), (d)
Integrated digital platforms for personnel management handle a wide range of functions related to the employee lifecycle. These include identifying future leaders, managing employee insurance and retirement plans, and determining specific learning requirements for the workforce. While these systems are vital for talent management and administrative efficiency, they typically do not cover customer management or physical inventory tracking. Their specialized focus ensures that the organization has the data needed to develop and support its people.

40. (A) By fostering a global mindset that includes social and environmental responsibility.
Sustainable international management practices require a broad perspective that considers more than just financial returns. By developing leaders who value ethical behavior and social impact across different cultures, organizations can build long-term viability. This approach involves integrating sustainability into all personnel functions, from recruitment to training. It ensures that the organization contributes positively to the communities where it operates while preparing the workforce to navigate complex global challenges effectively.

41. (C) Ethnocentric
Certain international management strategies prioritize the practices and personnel of the home country. In this model, key leadership positions in foreign subsidiaries are filled by staff from the corporate headquarters, reflecting a belief that the home country's methods are superior. This approach centralizes control and ensures that the parent company's culture is maintained worldwide. While it provides consistency, it may limit local responsiveness and the development of talent within the host country.

42. (A) Determines the effectiveness of the intervention and provides feedback for future cycles.
The final stage of a structured developmental process focuses on measuring the impact of the changes implemented. This assessment provides critical information about what worked well and what needs further adjustment. By reviewing the outcomes against the original goals, the organization can learn from the experience and refine its future strategies. This iterative learning process is essential for ensuring that developmental efforts lead to sustained improvements in organizational performance.

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43. (D) A shared value that mistakes are opportunities for learning.
A robust developmental environment is characterized by an atmosphere where experimentation and growth are prioritized over rigid control. In such a setting, errors are viewed as useful experiences that provide insights for future improvement rather than as failures to be punished. This psychological safety encourages employees to take risks and share knowledge, which is vital for continuous learning. When an organization embraces this philosophy, it fosters resilience and innovation among its members.

44. (A) Both A and R are true and R is the correct explanation of A.

Organizational effectiveness depends on the ability to capture, organize, and utilize the collective expertise of the workforce. This process involves identifying critical information and ensuring it is accessible to those who need it for decision-making and innovation. By transforming individual insights into shared organizational assets, the firm can improve its competitive position. This holistic approach ensures that intellectual capital is maintained and utilized for strategic goals.

16. (B) Climate refers to employee perceptions, while culture represents the deeper, shared values driving them.
The internal environment of an organization is understood through two distinct but related concepts. One represents the immediate, conscious feelings and interpretations employees have regarding current policies and developmental support. The other consists of the deep-seated, often unconscious assumptions and foundational principles that guide long-term behavior. Understanding both levels is necessary to accurately assess the readiness of an organization for change and its commitment to learning.

17. (B) Software or online solutions for data entry, tracking, and information needs.
Modern management utilizes integrated digital platforms to organize and analyze personnel data efficiently. These systems facilitate various tasks such as record maintenance, performance tracking, and strategic workforce planning. By centralizing information, these tools provide managers with the accurate data needed for informed decision-making. Such technology streamlines administrative work and allows for more sophisticated analysis of human capital trends within the organization over various periods.

18. (A) To understand how cultural differences can affect business practices and behavior.
Researching the impact of societal values on workplace dynamics is essential for navigating the complexities of international operations. These studies reveal how variations in communication, authority, and motivation influence organizational effectiveness across different regions. By gaining these insights, managers can adapt their strategies to better fit local contexts and avoid costly misunderstandings. This knowledge is fundamental for building cohesive global teams and successful international business relationships.

19. (B) 4, 2, 3, 5, 1
The process of planned change begins with the systematic collection of data to understand the current situation. Once the information is gathered, a formal diagnosis identifies specific problems and their underlying causes. This is followed by the implementation of targeted actions designed to address these issues. After the intervention, further data is collected to assess the results, leading to a final evaluation of the effectiveness of the entire process.

20. (D) Geocentric
A global approach to staffing involves selecting the most qualified candidates for key positions without regard for their original nationality. This strategy aims to create an integrated global management team that possesses a truly international perspective. By treating the entire world as a single talent pool, the organization can leverage diverse expertise and improve cross-border coordination. This method reflects a high level of global integration and strategic workforce planning.

21. (C) HRD Mechanism : Increased organizational effectiveness
Functional tools like training and performance appraisal systems are intended to facilitate growth, but they are not the end results themselves. Results such as improved efficiency or productivity are classified as outcomes rather than the methods used to achieve them. It is important to distinguish between the processes implemented by the organization and the subsequent benefits realized. Conflating these elements can lead to a misunderstanding of how developmental initiatives actually function.

22. (B) Diagnosis
The initial stage of a structured intervention involves identifying the root causes of organizational challenges through systematic data analysis. By interviewing stakeholders and reviewing existing information, specialists can determine the factors contributing to issues like

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(C) The absence of performance appraisal systems in international firms.
(D) The sole reliance on non-financial rewards for all employees.

295. The passage implies that a lack of cultural competence in IHRM can lead to:
(A) enhanced team dynamics and business success.
(B) automatic renewal of expatriate assignments.
(C) failed expatriate assignments and poor negotiations.
(D) more effective cross-cultural communication.

Direction : Please read the following source carefully.

Managing human resources in transnational organisations presents a unique and complex challenge. Unlike multinational or global companies, transnational organisations strive to achieve both high levels of global integration and local responsiveness simultaneously. This "think global, act local" philosophy requires a sophisticated HR system that can balance the need for worldwide coordination and learning with the need to adapt to local market conditions. To conceptualise these strategic choices, various IHRM models have been developed. One of the most well-known is the ethnocentric, polycentric, regiocentric, and geocentric (EPRG) framework. An ethnocentric approach involves staffing key positions in foreign subsidiaries with parent-country nationals, assuming home-country practices are superior. A polycentric approach uses host-country nationals to manage local subsidiaries, granting them high autonomy. A regiocentric approach is a blend where staffing occurs on a regional basis. The most complex is the geocentric approach, which seeks the best people for key jobs throughout the organisation, regardless of nationality. This approach aligns with the transnational strategy, as it fosters a global mindset and facilitates knowledge sharing across borders. The choice of an IHRM model is a strategic decision that reflects the organisation's international orientation and significantly impacts its ability to manage a global workforce effectively.

Based on the above source, attempt the following five questions.

296. What is the defining characteristic of a transnational organisation's strategy?
(A) Prioritising global integration over local responsiveness.
(B) Focusing exclusively on adapting to local markets.
(C) Ignoring both global coordination and local adaptation.
(D) Balancing global integration with local responsiveness.

297. In the EPRG framework, which approach involves staffing key foreign positions primarily with parent-country nationals?
(A) Ethnocentric
(B) Polycentric
(C) Regiocentric
(D) Geocentric

298. A company that hires host-country nationals to manage its local subsidiaries and grants them significant autonomy is following which IHRM approach?
(A) Ethnocentric
(B) Polycentric
(C) Geocentric
(D) Transnational

299. Which IHRM model best aligns with the strategic needs of a transnational organisation?
(A) The ethnocentric model, as it ensures strong central control.
(B) The geocentric model, as it fosters a global mindset and integration.
(C) The polycentric model, as it maximizes local autonomy.
(D) The domestic model, as it is the simplest to implement.

300. According to the passage, the geocentric approach to staffing involves:
(A) selecting the best people regardless of nationality.
(B) selecting people from the parent country only.
(C) selecting people from the host country only.
(D) selecting people based on regional origin.

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competence. This optimistic view of human nature justifies the investment in training and long-term career planning for all employees.

30. (D) Regiocentric
Within the established framework for international management orientations, certain strategies focus on grouping operations by geographic regions. This approach allows for a balance between global standardization and local adaptation by coordinating policies across countries with similar characteristics. It utilizes staff from within the specific region to manage regional operations, fostering better understanding of local markets while maintaining some level of integration. This orientation is a key component of strategic global workforce planning.

31. (B) P-3, Q-4, R-1, S-2
Various theoretical models help organizations manage their human and intellectual assets effectively. For instance, planned change methodologies follow a specific cycle of diagnosis and evaluation, while intellectual asset management focuses on both articulated and intuitive knowledge. Furthermore, financial methods are used to assign value to personnel, and strategic frameworks categorize different international management orientations. Understanding these distinct concepts allows for a more comprehensive approach to enhancing organizational performance and employee development.

32. (B) Implementing a 360-degree feedback system for managers.
Targeted developmental activities are designed to create specific changes in behavior and performance within an organization. By collecting performance insights from multiple sources, such as peers and subordinates, the organization provides a comprehensive view of a manager's effectiveness. This process serves as a functional tool to identify areas for growth and improvement. Such structured programs are direct examples of efforts to enhance human capital and improve leadership capabilities.

33. (A) Both Statement I and Statement II are true.
The internal developmental atmosphere is significantly influenced by how management supports learning and how employees perceive those efforts. When leadership actively promotes growth, it creates a positive environment where members feel encouraged to improve. Conversely, if training is viewed as a consequence for failure, the resulting atmosphere hinders genuine development. Therefore, the shared perceptions of the workforce regarding organizational support are critical to the success of any learning initiative.

34. (A) Combines benefits of global efficiency with local responsiveness.
Complex global entities strive to maintain high levels of integration across their international network while remaining sensitive to the specific needs of local markets. This dual focus allows them to leverage global scale and resources while adapting to diverse cultural and legal requirements. Such organizations are characterized by a flexible structure that facilitates the flow of knowledge and talent across borders. Achieving this balance is a primary challenge in modern international management.

35. (C) Career Planning
Organizations use structured processes to identify future leaders and map out their professional growth. This involves assessing the potential of individuals and aligning their developmental goals with the long-term needs of the firm. By providing clear pathways for advancement, the organization ensures a steady supply of qualified talent for key roles. This proactive approach benefits both the employee, who receives a roadmap for growth, and the organization, which secures its future.

36. (D) The consultant should impose their preferred solutions on the client.
Effective developmental partnerships rely on shared responsibility and the active participation of the organization. The role of the advisor is to facilitate a process where the client develops the skills to solve their own challenges. Imposing rigid solutions from the outside often leads to resistance and fails to address the unique needs of the system. Instead, the focus should be on building trust and ensuring that the organization takes ownership of the changes.

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are strategic tools used to bridge the gap between current performance and potential.

8. (A) P-3, Q-1, R-2, S-4
Developmental frameworks are composed of various elements including functional tools, tangible results, guiding principles, and internal perceptions. Functional tools include performance appraisals and training programs, while tangible results manifest as improved productivity and satisfaction. Guiding principles like trust and collaboration shape the organizational environment. Finally, the internal environment is defined by how employees perceive the overall support for their professional growth and learning.

9. (C) Shared beliefs and values within an organization that support continuous learning.
A developmental environment is defined by the underlying philosophy that prioritizes the growth of every member. This internal landscape consists of collective attitudes that encourage experimentation, reflection, and the ongoing acquisition of new competencies. When these values are deeply embedded, they guide how individuals interact and solve problems. This supportive atmosphere ensures that learning is seen as a vital, permanent aspect of organizational life.

10. (A) Administering international employee compensation and relocation.
Managing a workforce across national borders requires specialized tasks that account for geographic and cultural differences. This includes coordinating the movement of personnel, adjusting pay scales for various cost-of-living standards, and managing the legal complexities of different jurisdictions. These functions ensure that the organization can effectively support its global talent pool. Such activities are essential for maintaining a stable and motivated workforce in international operations.

11. (A) (a) and (c) only
Effective professional growth is an ongoing cycle that integrates the development of personal skills with the enhancement of collective organizational strength. This broad perspective ensures that all levels of the workforce, not just senior management, have opportunities to improve. By focusing on long-term capabilities rather than just immediate gains, the organization builds a sustainable competitive advantage. It requires a commitment to learning that persists throughout an employee's tenure.

12. (B) A collaborative partnership based on mutual trust and professional respect.
Professional advisory interactions in developmental contexts thrive when both parties work together toward shared goals. This synergy allows for a deeper understanding of organizational challenges and the co-creation of effective solutions. Instead of creating a system of dependency, the relationship focuses on building the internal capacity of the client system. Open communication and mutual commitment are essential for ensuring that the intervention leads to meaningful and lasting change.

13. (C) To measure costs of human resources and their value to the organization.
Quantifying the financial impact of personnel involves tracking the investments made in recruitment, training, and development. This methodology provides management with data regarding the economic worth of the workforce as a strategic asset. By treating human capital as a measurable resource, organizations can make more informed decisions about resource allocation and talent management. This approach integrates human factors into the broader financial reporting framework.

14. (A) Both A and R are true and R is the correct explanation of A.
Organizations operating in global markets must navigate a complex landscape of differing societal expectations and communication norms. These variations create significant hurdles in maintaining a cohesive corporate identity and ensuring effective teamwork across borders. Specialized management practices are required to address these challenges and leverage the benefits of a diverse workforce. Understanding these cultural nuances is essential for the successful coordination of international business activities and global teams.

15. (A) Systematically managing knowledge assets to create value and meet requirements.

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Modern digital platforms provide leaders with immediate access to comprehensive data regarding their workforce's skills, performance, and future potential. This information is essential for making informed choices about talent allocation and long-term staffing requirements. By transforming raw data into actionable analytics, these systems allow for more precise and effective organizational planning. Consequently, the availability of accurate human capital information directly enhances the quality of strategic decisions made by the management team.

45. (C) Facing problems openly and working towards a collaborative solution.
A core developmental principle involves addressing conflicts and challenges directly rather than avoiding them to maintain a superficial sense of harmony. This approach encourages transparent communication and the honest examination of difficult issues. By dealing with problems as they arise, the organization can find effective solutions and prevent small issues from escalating. This practice builds trust and ensures that the workforce remains focused on continuous improvement and authentic interpersonal interactions.

46. (D) The increasing globalization of business and the rise of multinational corporations.
As companies expand their operations across national borders, the need for specialized management of a diverse workforce becomes more critical. Operating in multiple countries requires navigating different legal systems, cultural norms, and labor markets. This expansion has made international personnel management a central strategic function for modern firms. Effectively coordinating human capital on a global scale is now a fundamental requirement for success in an increasingly interconnected and competitive world economy.

47. (A) An HRD intervention
Targeted programs designed to address specific organizational challenges, such as communication gaps or low morale, are fundamental tools for professional growth. By implementing training focused on cultural awareness and teamwork, the organization aims to improve the effectiveness of its international staff. These planned activities are intended to produce a measurable change in behavior and performance. Such initiatives demonstrate a proactive approach to solving problems and enhancing the collective capabilities of the workforce.

48. (A) 3, 2, 1
Organizations typically follow a progression in their international management style as they become more integrated into the global market. They often begin with a focus on their home country's methods and personnel. As they gain experience, they may shift toward utilizing local talent in host countries to improve responsiveness. Finally, they aim for a truly global approach that selects the best candidates regardless of their origin, reflecting a high level of international maturity.

49. (B) Guaranteed elimination of all communication barriers.
While a heterogeneous workforce offers significant advantages like increased innovation and broader market understanding, it does not provide a perfect solution to interpersonal challenges. Differences in language and cultural norms can still lead to misunderstandings that require active management. The benefits of diversity come from leveraging varied perspectives to solve problems and improve service, not from the complete absence of difficulty. Success depends on the organization's ability to foster an inclusive and communicative environment.

50. (C) (a), (c), and (d)
Functional tools for professional growth are most effective when they focus on the long-term potential of the workforce and the health of the entire organization. Systems for evaluating performance should prioritize development, while career planning should be a collaborative effort between the firm and the individual. Additionally, broad-scale initiatives aimed at improving the entire organizational system are critical. These mechanisms work together to create a sustainable environment where individuals can grow and the organization can adapt.

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health, rather than creating a lasting dependency on external help.

79. (B) (a), (c), and (d)
A supportive environment for professional growth requires visible commitment from leadership and an atmosphere of trust among members. When employees have clear opportunities for advancement and feel safe sharing their ideas, they are more likely to engage in learning. Conversely, a culture that punishes errors or restricts information flow hinders developmental efforts. Therefore, fostering openness and providing resources for growth are essential for creating an organizational climate that truly values and facilitates the development of its people.

80. (B) Operating within varied cultures, legal systems, and economic conditions.
Managing human resources on a global scale is significantly more complex than domestic management due to the diverse environments in which a company must function. Each country presents unique legal requirements, societal expectations, and economic challenges that must be addressed. This requires a flexible and sophisticated approach to personnel policies and practices. Successfully navigating these differences is essential for maintaining a cohesive and effective workforce across different international regions, making global management a highly demanding strategic function.

81. (A) Both A and R are true and R is the correct explanation of A.
Quantifying the value of the workforce provides management with essential data for making strategic choices regarding human capital. By evaluating the return on investment for training and development programs, leaders can determine the most effective ways to allocate resources. This financial perspective helps justify expenditures on personnel and highlights the economic importance of maintaining a skilled workforce. Consequently, having accurate information about human asset value directly supports better decision-making related to talent management and organizational growth.

82. (A) How culture influences values in the workplace, and how these values impact business practices.
Researching the intersection of societal norms and organizational behavior is critical for success in international business. These studies explore how different cultural backgrounds shape attitudes toward work, authority, and communication within a firm. By understanding these influences, managers can adapt their leadership styles and management practices to be more effective in diverse contexts. This knowledge is fundamental for building cohesive global teams and ensuring that international operations are culturally sensitive and strategically aligned with local expectations.

83. (C) Assessment of the HRD function's contribution to organizational goals.
Strategic reviews of the developmental function aim to determine how effectively learning and growth initiatives are supporting the broader objectives of the firm. This process involves evaluating the quality of training, the health of the organizational climate, and the alignment of personnel practices with strategic needs. Unlike administrative or financial checks, it focuses on the impact of developmental efforts on organizational capabilities and performance. Such audits provide the insights needed for continuous improvement of human capital management.

84. (D) Better understanding of global markets and enhanced problem-solving capabilities.
Organizations that effectively integrate diverse cultural perspectives gain a significant advantage in the global marketplace. A multicultural workforce provides unique insights into different consumer behaviors and regional needs, which improves marketing and service. Furthermore, having a variety of viewpoints leads to more creative and effective solutions to complex problems. While diversity can present communication challenges, the long-term benefits of a more innovative and globally aware organization far outweigh the initial difficulties of managing a heterogeneous team.

85. (C) HRD is a form of organizational asset creation.

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58. (A) The organization's policies, practices, and procedures related to human resource development.
The internal environment for professional growth is defined by how employees perceive the systems and support provided for their advancement. This includes their shared views on training availability, the fairness of performance evaluations, and the encouragement they receive from management. While distinct from deep-seated cultural values, these perceptions shape the daily experience of the workforce. A positive atmosphere in this regard is essential for motivating employees to engage in learning and improvement.

59. (D) Is primarily qualitative and future-oriented, focusing on systems and impact.
Strategic reviews of developmental functions differ from financial audits by looking at the health of management systems and their long-term potential. These evaluations use qualitative data to assess how well personnel practices are aligned with organizational goals and how they contribute to a supportive learning environment. Instead of just reviewing historical costs, they aim to identify opportunities for future improvement and enhanced effectiveness. This approach ensures that the development function remains a vital strategic asset.

60. (A) Both A and R are true and R is the correct explanation of A.
Relying exclusively on home-country practices in international operations often leads to significant difficulties. This approach ignores local cultural and legal nuances, which can cause dissatisfaction among host-country staff and lead to the failure of international assignments. Organizations that fail to adapt to local contexts often struggle to be effective in diverse markets. Successful global management requires a more flexible strategy that respects local differences while maintaining overall organizational cohesion and strategic focus across borders.

61. (C) To restrict the flow of information between departments.
The primary aim of intellectual asset management is to ensure that valuable insights and expertise are accessible throughout the organization. This involves creating systems and a culture that encourage the sharing of best practices and foster continuous learning. By breaking down barriers to information, the firm can improve its overall effectiveness and innovation. Restricting the flow of knowledge would contradict the foundational goals of leveraging collective expertise for organizational success and competitive advantage.

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62. (D) A process of co-discovery and co-creation of organizational solutions.
Professional advisory relationships in developmental contexts are most effective when they involve active collaboration between the expert and the organization. This partnership focuses on identifying challenges and developing tailored solutions together. Rather than a one-way transfer of information, it is a shared journey that enhances the organization's own problem-solving capabilities. This approach ensures that the resulting changes are relevant, sustainable, and fully supported by the members who must implement them.

63. (B) (a), (b) and (c)
Core elements of human resource development focus on enhancing the capabilities of people at various levels. This includes initiatives for personal skill acquisition, structured pathways for professional advancement, and broad-scale efforts to improve the entire organizational system. Together, these components ensure that the workforce is prepared for current and future challenges. While financial and production management are important, they fall outside the specific scope of developing human potential and organizational learning capabilities within a firm.

64. (B) Regiocentric
Some international management strategies involve grouping operations by geographic regions to coordinate policies more effectively. This approach allows for some level of standardization within clusters of countries that share similar cultural or economic characteristics. It utilizes staff from the specific region to manage those operations, providing a balance between global integration and local responsiveness. This orientation is a key model used by firms to manage their diverse international workforce in a structured and efficient manner.

capital and preparing the workforce for future responsibilities.

92. (A) Both A and R are true and R is the correct explanation of A.
Adopting a truly global staffing policy is highly demanding because it requires a large pool of internationally experienced managers and sophisticated support systems. Coordinating a diverse workforce with a common global pay scale and extensive cross-cultural training is both costly and complex. However, this approach is necessary for organizations seeking a high level of global integration and the best talent regardless of origin. The significant resources and management effort required make this orientation the most challenging but also the most integrated.

93. (C) Turn intellectual assets into productivity, value, and competitiveness.
The management of an organization's collective expertise aims to transform individual insights into tangible benefits for the firm. By capturing, organizing, and effectively utilizing knowledge, the organization can improve its performance and innovation. This process ensures that valuable information is accessible to those who need it for decision-making and problem-solving. Ultimately, the goal is to leverage intellectual capital to create a strong competitive position and drive long-term success in a knowledge-driven economy.

94. (A) 2, 3, 1, 4
Building a professional advisory relationship follows a logical sequence to ensure effectiveness. It begins with the initial entry and the establishment of mutual expectations. Once the partnership is formed, the focus shifts to identifying challenges and setting clear goals for improvement. This is followed by the practical implementation of targeted changes within the organization. Finally, the results are assessed to determine whether the objectives were met and whether the relationship should continue or conclude.

95. (B) Both Statement I and Statement II are false.
The internal developmental landscape is understood through both shared perceptions of policies and deep-seated organizational values. One concept refers to how employees currently feel about the support they receive for growth, while the other consists of the fundamental, underlying principles that drive long-term behavior. Neither is limited to visible artifacts like manuals or training rooms; instead, they represent the psychological and philosophical foundations of the organization's commitment to learning. Accurate understanding of both is necessary for effective management.

96. (B) polycentric
Certain international management orientations prioritize the use of local talent to lead operations within their own countries. This approach assumes that host-country nationals possess the best understanding of the local cultural, legal, and economic environment. By staffing key positions with local residents, the firm can improve its responsiveness to regional demands and avoid the high costs of international assignments. This decentralized strategy allows subsidiaries to operate with significant autonomy while maintaining alignment with their specific local contexts.

97. (B) The effectiveness and alignment of HRD strategies, systems, and activities.
Strategic reviews of the developmental function are intended to evaluate how well learning initiatives are supporting the firm's broader goals. This involves assessing the quality of training programs, the health of the organizational climate, and the overall impact of personnel practices. Unlike audits of production or finance, this process focuses on the strategic value and future-oriented potential of the workforce. Such evaluations ensure that the organization is effectively building the capabilities needed for long-term success and continuous improvement.

98. (B) P-2, Q-1, R-4, S-3
Organizational learning involves a cycle of transforming different types of knowledge through interpersonal and formal processes. Expertise is shared through direct experience and shared activities, and then articulated into structured formats like reports or concepts. These structured assets are then integrated into broader systems and databases. Finally, individuals embody this formal knowledge through practice and learning, making it part of

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72. (A) Management of expatriates
Managing a workforce in an international context involves unique challenges that are not found in purely domestic operations. This includes coordinating the selection, preparation, and support of employees who are sent to work in foreign countries. Such assignments require specialized knowledge of international law, cultural adaptation, and relocation logistics. Effectively supporting these individuals throughout their international tenure and during their return is a critical function that distinguishes global management from domestic human resource practices.

73. (C) Human Resource Development (HRD).
A foundational philosophy in employee development is the belief that individuals are intrinsically motivated and capable of taking responsibility for their own performance. This perspective contrasts with more traditional management styles that rely on strict control and supervision. By trusting employees to guide their own growth and contribute meaningfully, organizations create an environment that fosters learning and innovation. This optimistic view of human behavior justifies the investment in developmental programs and the empowerment of the workforce.

74. (B) P-3, Q-1, R-4, S-2
Targeted developmental activities can address various levels within an organization, from individual growth to broad system-wide changes. Some interventions focus on personal coaching and mentoring, while others aim to improve the functioning of work groups through collective activities. Additionally, some efforts are directed at transforming the entire organizational culture or redesigning specific job roles for better alignment. This multi-level approach ensures that all aspects of the organization are continuously improving and adapting to new challenges.

75. (C) Statement I is false, but Statement II is true.
Modern management practices recognize that ethical treatment of employees and the promotion of diversity are essential for long-term organizational health. Developing global leaders who are socially responsible helps the firm navigate complex international challenges sustainably. This perspective integrates personnel management with broader societal and environmental goals, rather than viewing it as a simple administrative task. By fostering a culture of responsibility and well-being, international human resource management directly contributes to the creation of a truly sustainable and resilient global business.

76. (B) The process of sharing tacit knowledge through observation, imitation, and practice.
Organizational learning often occurs through informal, interpersonal interactions where experienced members pass on their intuitive expertise to others. This process involves direct experience and shared activities, such as working together on a project or through apprenticeship. By observing and practicing alongside experts, individuals acquire skills that are difficult to explain in writing. This social aspect of knowledge transfer is critical for maintaining and spreading the deep expertise that exists within the workforce.

77. (C) Performance Appraisal used for development
When organizations collect feedback from various sources, including peers and subordinates, the goal is often to provide a comprehensive view of an individual's performance for their professional growth. This multi-source assessment identifies specific strengths and areas for improvement, which can then be addressed through targeted learning activities. Unlike systems used solely for administrative decisions, this developmental approach focuses on helping employees reach their full potential. It serves as a powerful mechanism for individual and leadership enhancement.

78. (D) The relationship is a partnership aimed at enhancing the client's internal problem-solving capacity.
Professional advisory interactions in developmental contexts are most successful when they are based on a collaborative model. The expert works with the organization to identify challenges and develop solutions, rather than simply dictating answers. This partnership ensures that the organization gains the skills and knowledge needed to manage future issues independently. By building this internal capacity, the intervention leads to sustainable improvement and long-term organizational

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The process involves identifying challenges, implementing targeted interventions, and then assessing the outcomes. These evaluations provide critical feedback that informs a new stage of diagnosis, allowing for continuous learning and improvement. This cyclical nature ensures that the organization remains responsive to changing needs and that developmental efforts lead to sustained and meaningful enhancements in performance over time.

106. (A) It calculates the cost of replacing an employee with a substitute who can provide equivalent services.
Financial methods used to value human capital sometimes focus on the expenditures required to find and hire a new individual with similar skills and experience. This includes costs for recruitment, selection, and the initial training needed to reach the same level of productivity as the current employee. By estimating these potential expenses, the organization gains a sense of the economic value of its existing workforce. This approach provides a practical way to quantify the worth of human assets.

107. (D) The consultant imposes a pre-packaged solution without proper diagnosis.
Professional advisory relationships in developmental contexts fail when they ignore the unique needs and context of the organization. Success depends on a collaborative partnership where both parties work together to understand challenges and co-create effective solutions. Forcing generic programs without proper analysis leads to resistance and often fails to address the root causes of problems. Effective interventions require mutual trust, clear goals, and the active involvement of organizational members to ensure that changes are relevant and sustainable.

108. (A) Both A and R are true and R is the correct explanation of A.
Integrating diverse cultural perspectives is a vital success factor for organizations operating on a global scale. A multicultural workforce provides a wide range of insights that can drive innovation and improve the firm's ability to serve diverse international markets. By effectively managing this diversity, the organization leverages various problem-solving styles and cultural knowledge to enhance its competitive position. This proactive approach ensures that the firm can navigate the complexities of international business while fostering an inclusive and innovative environment.

109. (C) To facilitate decision-making by providing accurate and timely HR-related data.
Utilizing integrated digital platforms for personnel management ensures that leaders have reliable information for strategic planning and talent management. These systems centralize data regarding employee performance, skills, and training, making it easily accessible when needed. By improving the accuracy and availability of human capital information, these tools allow for more informed and effective organizational decisions. This support transforms management from a reactive administrative function into a proactive strategic partner, helping the organization manage its people more effectively.

110. (D) Practices like ethical labor and employee well-being are integral to sustainability.
Long-term organizational viability is closely linked to responsible management practices that prioritize the health and ethical treatment of the workforce. This includes maintaining fair labor standards and supporting employee development across all global operations. By integrating these values into international management functions, organizations build trust with stakeholders and ensure a stable and motivated talent pool. Such practices are fundamental to a sustainable business model that considers social and human impact as critical components of overall organizational success and resilience.

111. (A) The organization develops a more adaptive and proactive culture.
The end results of developmental initiatives manifest as broader changes in organizational behavior and capability. While individual skill acquisition is important, the ultimate goal is to transform the entire firm's approach to learning and change. An environment that encourages members to be forward-thinking and responsive to challenges is a direct sign of successful human resource development at the macro level. These systemic improvements enhance the organization's long-term effectiveness and its ability to thrive in a dynamic competitive landscape.

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A fundamental principle of modern management is viewing the workforce as a strategic resource that increases in value through continuous development. This perspective treats expenditures on training and growth as investments that will provide long-term benefits to the firm, rather than as simple operational costs. By building the skills and capabilities of employees, the organization creates a sustainable competitive advantage. This assumption justifies the allocation of significant resources toward the ongoing education and professional advancement of all organizational members.

86. (B) Imposition
Methodologies for planned organizational change are based on a collaborative and evidence-based process. They involve identifying challenges through data collection, implementing targeted actions, and assessing the results to guide future improvements. This cyclical approach requires the active participation of organizational members to be successful. Forcing changes from the top without proper diagnosis or stakeholder involvement contradicts the core principles of this model. Success depends on shared understanding and a commitment to learning through an iterative process of action and reflection.

87. (D) Provide timely data for making informed decisions about people.
Utilizing integrated digital platforms for personnel management ensures that leaders have immediate access to accurate information regarding the workforce. This data is essential for strategic planning, talent management, and evaluating the effectiveness of developmental programs. By streamlining administrative tasks and centralizing records, these systems allow managers to focus on more strategic aspects of human capital management. The availability of real-time insights improves the quality of decisions and ensures that the organization can respond quickly to changing requirements.

88. (B) (a) and (b) only
The management of human resources in a global context must be aligned with the organization's broader business strategy. Firms that prioritize global integration require consistent and standardized personnel practices across all locations. Conversely, those that emphasize responding to local market needs must allow for more differentiated and flexible management styles. Factors such as the degree of international involvement and the specific strategic orientation are primary drivers of management structure. Understanding these relationships is critical for effective international workforce coordination.

89. (C) Views its global operations as a network of interdependent units.
Advanced global organizations operate through a complex system of cooperation and knowledge sharing among their various international locations. Unlike simpler models that rely on strict central control or complete subsidiary autonomy, this approach fosters a high degree of integration and local responsiveness simultaneously. Knowledge and talent flow across the entire network, allowing the firm to leverage global resources while adapting to diverse environments. This integrated structure is essential for achieving high levels of efficiency and innovation in modern global markets.

90. (A) IHRM and Sustainable Business
Modern organizational strategies increasingly emphasize the integration of social and environmental responsibilities alongside financial performance. This holistic perspective ensures that management practices contribute positively to the broader community while maintaining long-term corporate viability. International human resource management plays a vital role in this by promoting ethical labor standards and employee well-being globally. Such alignment fosters a resilient organization capable of thriving within diverse societal contexts and meeting the expectations of various stakeholders in a responsible manner.

91. (D) A coaching program for new managers.
Functional tools and processes designed to facilitate professional growth are key elements of developmental frameworks. These structured activities, such as specialized guidance for leadership roles, provide the practical means for individuals to acquire new skills and improve their performance. Unlike end results like morale or market share, these are the intentional methods used by the organization to build capabilities. Implementing such programs demonstrates a commitment to systematically enhancing human

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65. (B) The improvement in data accuracy and accessibility for decision-making.
Utilizing integrated digital platforms for personnel management provides leaders with a reliable source of information for strategic planning. These systems ensure that data regarding employee skills, performance, and training is accurate and easily available when needed. This improves the quality of workforce decisions and streamlines administrative tasks. While technology does not replace the need for human professionals or training, it significantly enhances the organization's ability to manage its human capital effectively and strategically.

66. (A) Collaboration : Working together to achieve common goals.
Foundational values in developmental environments guide how individuals interact to solve problems and improve performance. Working together cooperatively ensures that diverse skills and perspectives are integrated to achieve shared objectives. This collective effort is more effective than isolated individual work or restrictive management. Other key principles include taking initiative before issues arise and maintaining transparent communication. When these values are practiced, they create a supportive atmosphere that facilitates continuous learning and organizational success.

67. (C) A cross-cultural difference in communication styles.
Variations in how people from different societies prefer to receive and process information are common in international work environments. Some cultures value directness and explicit detail, while others rely more on subtle cues and the surrounding context. These differences impact daily interactions and the effectiveness of teamwork in global organizations. Recognizing and adapting to these diverse communication preferences is a vital skill for managers seeking to foster collaboration and avoid misunderstandings within their multicultural teams.

68. (D) The process is systematic, data-driven, and goal-oriented in nature.
Methodologies for intentional organizational change rely on a structured approach that uses evidence to guide decisions. This process is not random or reactive but follows a clear path of diagnosis and targeted action aimed at specific improvements. By basing changes on solid data and clear objectives, the organization ensures that its efforts are effective and aligned with its strategic needs. This systematic nature differentiates planned development from spontaneous or unmanaged adjustments to organizational challenges.

69. (B) 1, 2, 5, 3, 4
Implementing a digital platform for personnel management requires a logical sequence of steps to ensure success. The process begins with identifying organizational needs and selecting the appropriate system. Next, existing data is moved to the new platform and thoroughly tested for accuracy. Before the system is fully launched, users must be trained to use it effectively. Following the rollout, ongoing reviews and maintenance are necessary to ensure the system continues to meet its objectives.

70. (B) Polycentric
Organizations that prioritize adapting to local market conditions often adopt a management style that emphasizes the unique needs of each host country. This approach involves staffing leadership roles with local nationals who possess a deep understanding of the cultural and legal environment. By granting subsidiaries a high degree of autonomy, the firm can respond effectively to local demands. This orientation is particularly suitable for firms whose strategy requires high levels of local responsiveness rather than global integration.

71. (D) "Does HRD staff possess necessary skills to design effective programs?"
Strategic reviews of developmental functions focus on whether the internal team has the expertise required to achieve organizational goals. This includes assessing the skills and knowledge of the staff responsible for creating and implementing learning initiatives. Ensuring that these professionals are competent is fundamental to the success of any developmental strategy. While other factors like facilities and financial compliance are important, the primary focus of this specific audit area is the quality and capability of the human resource development team.

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their own intuitive skills. Understanding these four stages is essential for effectively managing and leveraging intellectual capital within a firm.

99. (C) The acquisition and development of competencies for performance improvement.
A central focus of modern management is the continuous enhancement of the workforce's skills and capabilities. This process is not limited to simple administration or rule enforcement but involves a proactive effort to prepare employees for current and future challenges. By focusing on learning and growth, the organization builds the collective strength needed to achieve its strategic goals. This commitment to developing human potential is fundamental for improving organizational effectiveness and maintaining a competitive advantage in a changing environment.

100. (D) It offers creativity and insight but may cause communication conflict.
Having a workforce composed of individuals from various cultural backgrounds provides significant advantages and challenges simultaneously. On one hand, diverse perspectives foster innovation and a better understanding of global markets. On the other hand, differences in language and communication styles can lead to misunderstandings and friction within teams. Managing this complexity effectively is a core requirement for international organizations. Success depends on the ability to leverage the benefits of diverse insights while actively mitigating potential interpersonal conflicts.

101. (C) Investment in human beings is a necessary part of business.
A foundational principle of developmental management is the recognition that the workforce is a primary strategic asset. This perspective views the resources dedicated to training and growth as essential investments that drive long-term organizational success. Unlike models that see personnel purely as a cost to be minimized, this approach emphasizes the importance of continuously enhancing human capabilities. By prioritizing the development of its people, the firm ensures it has the talent needed to innovate and adapt effectively.

102. (B) Developing a global mindset through an integrated network of talent.
Advanced global entities differentiate themselves by fostering a high degree of coordination and knowledge sharing across their entire international network. They aim to cultivate a workforce that possesses a truly international perspective and can operate effectively in diverse environments. Instead of relying on strict home-country control or complete subsidiary independence, they leverage talent and expertise from across the organization. This integrated approach allows them to achieve both global scale and local responsiveness, making them highly competitive in modern markets.

103. (A) (a), (b) and (c)
Targeted activities designed to create specific changes in organizational behavior and performance are fundamental to professional growth. These include structured workshops for career planning, activities to improve team cohesion, and programs focused on enhancing quality and efficiency. These efforts are distinct from routine administrative tasks like processing pay or purchasing materials. By implementing such planned interventions, the organization demonstrates a commitment to systematically improving the capabilities of its members and the overall effectiveness of the entire system.

104. (A) Adapt management practices to be effective in different cultural contexts.
Researching the impact of societal values on workplace dynamics is essential for successfully navigating international markets. These studies provide managers with the insights needed to adjust their leadership styles and policies to fit local expectations and legal requirements. By understanding these cultural nuances, the organization can improve communication and collaboration within its global workforce. This adaptation is critical for building a resilient international business that respects local differences while maintaining overall organizational effectiveness and strategic alignment across borders.

105. (C) Statement I is false, but Statement II is true.
Methodologies for planned organizational change are not rigid or linear; instead, they follow an iterative cycle of inquiry and action.

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51. (C) Facilitator who helps the client system help itself.
The primary role of a developmental expert is to guide the organization through a process of self-discovery and improvement. Rather than simply providing answers or enforcing rules, they provide the tools and framework necessary for members to identify and solve their own challenges. This approach builds the internal capacity of the organization, ensuring that improvements are sustainable. By acting as a guide, the consultant empowers the client to take ownership of their growth.

52. (D) Capitalizing costs related to recruitment, training, and development.
Financial methods used to track the value of the workforce often involve treating personnel-related expenses as long-term investments rather than immediate costs. This includes totaling all expenditures associated with finding, hiring, and educating employees. By recording these amounts on the balance sheet, the organization recognizes the economic value of its human capital. This methodology provides a way to quantify the resources dedicated to building a skilled and capable workforce over time.

53. (A) P-2, Q-4, R-1, S-3
Organizations adopt various orientations for managing their global workforce based on their strategic priorities. Some prioritize home-country practices, while others emphasize the unique needs of each host country. More integrated firms seek the best talent worldwide without regard to nationality, and some focus on coordination within specific geographic clusters. Each approach reflects a different philosophy regarding the balance between central control and local adaptation. Understanding these models is essential for effective international management.

54. (B) The intuitive understanding an experienced salesperson has of customer needs.
Individual expertise often consists of deeply personal insights and skills that are difficult to explain or record in a formal document. This type of knowledge is acquired through years of experience and is embedded in the way people perform their work. Unlike written procedures or database formulas, it relies on intuition and context. Recognizing and sharing this informal wisdom is a major challenge for organizations seeking to fully leverage their intellectual capital.

55. (C) Statement I is true, but Statement II is false.
Digital platforms for managing personnel are valuable tools for streamlining administrative tasks and allowing managers to focus on long-term strategy. However, the process of implementing such systems is often complex and requires significant planning and investment. Employees must be properly trained to use the technology effectively for it to provide the intended benefits. Successful adoption depends on a clear understanding of organizational needs and a commitment to supporting the workforce through the transition.

56. (A) Ensure fair labor practices and employee well-being in the supply chain.
Organizations that prioritize long-term viability integrate ethical considerations into their international management functions. This includes maintaining high standards for working conditions and supporting the health and development of employees throughout their global operations. By focusing on social responsibility, these firms build trust with stakeholders and ensure a stable and motivated workforce. Such practices are essential for creating a sustainable business model that contributes positively to society while achieving its economic goals.

57. (C) Communication styles, decision-making processes, and attitudes toward authority can vary significantly.
Working with a diverse global workforce presents unique hurdles due to different societal norms and expectations. Variations in how individuals express themselves, reach consensus, and interact with leadership can lead to misunderstandings if not managed carefully. These cultural nuances impact every aspect of organizational life, from daily teamwork to long-term strategic planning. Successfully navigating these differences requires specialized skills and a commitment to building an inclusive environment that values and integrates diverse perspectives.

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112. (B) Systematically collecting data to identify the nature and cause of a problem.
The critical first stage of a structured intervention involves a thorough examination of the current situation using evidence-based methods. By gathering information through interviews, surveys, and data analysis, the organization can understand the underlying factors contributing to specific challenges. This accurate identification ensures that any future actions are targeted and effective. Without a proper understanding of the root causes, developmental efforts are likely to be misdirected and fail to produce meaningful or sustainable improvements in organizational performance.

113. (A) 3, 4, 1, 2
Developmental frameworks are built on a hierarchy of elements, starting from foundational principles and moving toward practical applications. At the base are the core assumptions and values that guide the philosophy of growth. These beliefs shape the overall organizational culture and the shared perceptions of the workforce. Within this environment, various tools and mechanisms are established to facilitate learning. Finally, specific, targeted programs are implemented to address particular needs and create measurable changes in individual and collective performance.

114. (A) A strong belief in the potential of every employee to grow and contribute.
A supportive environment for professional growth is rooted in an optimistic view of human capability. This philosophy assumes that all organizational members can improve their skills and add greater value if provided with the right support and resources. This core belief motivates management to invest in long-term developmental initiatives and empowers employees to take ownership of their own professional advancement. When this value is deeply embedded, it fosters a culture of continuous learning, resilience, and mutual respect.

115. (C) Strategic review and continuous improvement of the HRD function.
Systematic evaluations of human resource development are intended to ensure that all learning and growth initiatives are delivering value and are aligned with business goals. By assessing current practices and identifying areas for enhancement, these reviews provide a roadmap for building a more effective and capable workforce. They promote accountability and ensure that the developmental function remains a strategic asset. This process of regular evaluation is essential for maintaining a high-performing organization that prioritizes learning and adaptation.

116. (B) P-2, Q-4, R-1, S-3
Various specialized terms are used to describe the complex environment of human capital management. These include the shared perceptions of the workforce regarding developmental support and the systematic evaluation of the entire growth function. Additionally, organizations focus on capturing and utilizing collective expertise across the firm and managing personnel across international borders. Understanding these distinct but related concepts is essential for a comprehensive approach to enhancing organizational performance and fostering a culture that values learning and strategic global coordination.

117. (C) Mutual expectations are clarified and a formal or informal agreement is reached.
The initial stage of a professional advisory relationship involves a critical process of defining goals and responsibilities. During this phase, both parties work together to establish the scope of the project and the methods that will be used. This ensures that there is a shared understanding of what is to be achieved and how success will be measured. Clear communication and a formal agreement at this stage are essential for building trust and ensuring the long-term effectiveness of the partnership.

118. (B) (a), (b), (c) and (d)
Organizations adopt various strategies for managing their global workforce, ranging from prioritizing home-country personnel to seeking the best talent worldwide regardless of origin. Some models focus on local nationals for subsidiary leadership, while others group operations by geographic regions to coordinate policies. Each approach represents a different philosophy regarding the balance between central control and local responsiveness. Understanding

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171. (D) Embodying explicit knowledge into tacit form through practice and learning.
Organizational learning occurs when members take formal, documented information and make it part of their own intuitive expertise through experience. This process involves practicing new skills and applying concepts in the workplace until they become second nature. By internalizing structured knowledge in this way, individuals enhance their personal capabilities and improve their performance. This transformation from articulated information to personal wisdom is the final stage in a cycle that ensures valuable knowledge is deeply embedded within the organization's most important asset—its people.

172. (B) Ensuring ethical labor standards and promoting employee well-being globally.
Responsible international management practices prioritize long-term viability by focusing on the health and fair treatment of the workforce across all locations. This includes maintaining high standards for working conditions and supporting the development of employees. By integrating these ethical values into global operations, organizations build trust with stakeholders and ensure a stable talent pool. Such practices are fundamental to a sustainable business model that considers social and human impact as critical components of overall organizational success and long-term strategic resilience in a global context.

173. (C) It is a global network of assets and resources.
Advanced global entities operate through a sophisticated structure of cooperation and knowledge sharing among their international locations. Unlike simpler models that rely on strict central control or complete subsidiary autonomy, this approach fosters an integrated network where assets and expertise flow across borders. This structure allows the organization to achieve both global efficiency and local responsiveness simultaneously. Managing such a complex system is a primary challenge for modern international business leaders and is essential for success in the dynamic and interconnected global marketplace.

174. (D) An HRD intervention aimed at improving cultural diversity management.
Targeted activities designed to address specific organizational challenges, such as bias or communication gaps, are fundamental tools for professional growth. By implementing structured workshops on diversity, the organization aims to improve the effectiveness and inclusivity of its management team. These planned programs are intended to produce a measurable change in behavior and foster a more supportive organizational culture. Such initiatives demonstrate a proactive approach to enhancing collective capabilities and ensuring that the firm can effectively manage its multicultural and diverse global workforce.

175. (C) (a), (b) and (d)
Professional advisory interactions in developmental contexts are most effective when they are based on a collaborative partnership characterized by mutual trust and clear expectations. The expert's role is to facilitate a process of self-improvement for the organization, rather than to dictate solutions or create a situation of dependency. Authenticity and active participation from members are essential for the success of any change initiative. By working together openly, both parties ensure that the resulting improvements are sustainable and that the organization builds its own capacity.

176. (B) It promotes organizational learning and solves real-world problems simultaneously.
Methodologies for planned change are particularly effective because they integrate practical problem-solving with the continuous improvement of organizational knowledge. By following an iterative cycle of diagnosis, action, and evaluation, the firm can address current challenges while building its capabilities for the future. This approach requires the active involvement of members, which increases commitment to the results. Ultimately, this methodology ensures that developmental efforts lead to meaningful and sustainable enhancements in performance, while fostering an organizational environment that values evidence-based learning.

177. (B) Development-oriented
The primary aim of professional growth initiatives is to enhance the long-term capabilities of organizational members and the entire system. This perspective focuses on continuous learning, skill acquisition, and preparing the

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thinking approach encourages members to be observant and responsive to emerging trends and requirements. By anticipating needs and implementing learning initiatives ahead of time, the organization remains resilient and adaptable. This proactive philosophy contrasts with more reactive management styles and is essential for fostering a culture of continuous improvement and long-term strategic success in a dynamic environment.

126. (D) Team building
Targeted activities designed to enhance the collective effectiveness of work groups are essential for organizational success. These programs focus on improving communication, trust, and cooperation among members of a team. By addressing the interpersonal dynamics and shared goals of the group, the organization can achieve higher levels of performance and problem-solving capability. Unlike initiatives focused purely on individual skills, these efforts aim to build the synergy needed for effective collaboration and a more cohesive and productive organizational environment.

127. (A) It is a legally required component of a company's annual financial reports.
Financial methods for valuing the workforce are valuable tools for management but are not currently mandated by standard accounting regulations for public reporting. These practices involve treating the costs of recruitment and training as long-term investments and attempting to quantify the economic worth of human assets. While not legally required, they provide critical data for making informed decisions about resource allocation and evaluating the return on human capital. Such information helps justify the strategic investment in employee development and long-term capability.

128. (A) Both A and R are true and R is the correct explanation of A.
Professional advisory relationships in developmental contexts thrive when both the expert and the organization work together as equal partners. This collaborative approach is critical because the success of any change initiative depends on the commitment and ownership of the people involved. By including organizational members in the diagnostic and problem-solving process, the advisor ensures that the solutions are relevant and sustainable. This shared responsibility fosters trust and leads to a more effective transformation of the organizational system and its members.

129. (B) The premature return of an employee from an international assignment.
In global management, certain situations occur where staff members sent to work abroad are unable to complete their intended tenure. This often results from personal difficulties, family adjustment issues, or cultural misunderstandings rather than a lack of technical skill. These early returns represent a significant cost to the organization in terms of both financial resources and missed strategic opportunities. Reducing the frequency of such events requires specialized support, including cultural training and careful selection of candidates for international roles.

130. (A) Evaluating the effectiveness of the leadership program.
Integrated digital platforms provide organizations with the data needed to assess the impact of their learning initiatives. By analyzing the relationship between program completion and career progression, management can determine whether their developmental efforts are producing the desired results. This information is critical for refining future training strategies and justifying the resources allocated to professional growth. Such data-driven insights ensure that the developmental function remains aligned with organizational goals and contributes meaningfully to the enhancement of human capital.

131. (C) It is expensive and requires a pool of globally-minded managers.
Implementing a truly global staffing policy presents significant hurdles for international organizations. This approach necessitates substantial investment in cross-cultural training, common global compensation systems, and the development of a mobile workforce with an international perspective. Managing such a diverse and integrated team is complex and requires sophisticated management practices. While this model allows the organization to leverage the best talent worldwide, the resources

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and effort needed to maintain it are much higher than for less integrated management orientations.

132. (D) Perceptions of support for employee development and growth.
Surveys of the internal developmental environment are designed to measure how members view the organization's commitment to their advancement. These assessments explore shared attitudes regarding the availability of training, the fairness of performance reviews, and the general encouragement provided by management. Understanding these perceptions is essential for identifying areas where the organization may need to strengthen its support for learning. A positive atmosphere in this regard is a critical driver of employee motivation and the overall success of developmental initiatives.

133. (B) (b) and (c)
Effective developmental frameworks focus on creating an atmosphere that promotes continuous learning and the enhancement of competencies at all levels of the organization. This includes personal growth, team effectiveness, and broad-scale improvements to the entire system. This proactive approach ensures that the organization is prepared for future challenges and remains competitive. Rather than being a simple administrative task or a reactive process, human resource development is a strategic function that prioritizes building the potential of people for long-term organizational success.

134. (B) HRD Interventions
Planned activities designed to improve organizational effectiveness through specific changes in behavior and capability are central to professional growth strategies. These programs are structured and goal-oriented, aiming to produce measurable enhancements in how individuals and teams perform. By implementing such targeted initiatives, the organization demonstrates a proactive commitment to addressing challenges and leveraging opportunities for improvement. Such interventions are the primary tools used to bridge the gap between current performance and the future potential required for strategic success.

135. (D) Implementation of an intervention addressing the diagnosed problem.
In the process of planned organizational change, once a challenge has been thoroughly identified and analyzed, specific steps are taken to resolve it. This phase involves the practical application of developmental programs or changes to systems aimed at improving performance. It is the core functional stage where the results of data collection and diagnosis are translated into tangible improvements. Following through with these planned activities is essential for achieving the intended goals and ensuring that the developmental process leads to actual change.

136. (A) less complex
The management of human resources in a global context becomes increasingly demanding as a firm expands its international activities. A company that focuses only on selling its products abroad without established foreign operations has fewer cross-border personnel challenges than one with a fully integrated global network. As the level of international involvement increases, the organization must navigate more diverse cultural, legal, and economic environments. Therefore, the stage of internationalization is a primary factor in determining the sophistication of personnel policies.

137. (C) Geocentric IHRM : Developing a global cadre of international managers.
Advanced international management strategies involve building a workforce with a truly global perspective. This approach seeks to identify and develop the best talent from any part of the organization, regardless of their nationality. By fostering a diverse team of international managers, the firm can better coordinate its global operations and respond effectively to various regional needs. This orientation reflects a high degree of global integration and a commitment to leveraging the collective expertise of a multicultural and mobile talent pool.

138. (A) Ensure the HRD function is aligned with the strategic goals of the business.
Systematic evaluations of human resource development are primarily intended to confirm that learning and growth initiatives are supporting the firm's broader objectives. This process assesses whether the developmental strategies are effective in building the capabilities needed for long-term success. By identifying gaps

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and suggesting improvements, these reviews help the organization refine its approach to human capital management. This alignment ensures that resources dedicated to employee development provide a measurable return and contribute to overall organizational effectiveness.

139. (A) P-3, Q-4, R-1, S-2
Organizations utilize various methodologies to manage and evaluate their human assets. These include financial techniques for measuring the value of personnel and systematic reviews of the entire developmental function. Additionally, targeted programs are used to create specific organizational changes, and integrated digital platforms provide the data needed for informed decision-making. Together, these tools ensure that the organization can effectively develop its workforce, assess its progress, and align its human capital strategies with its long-term business goals and strategic requirements.

140. (B) Implementing fair and ethical labor practices across the global supply chain.
Sustainable business models require a commitment to responsible management that considers more than just financial returns. This includes maintaining high standards for working conditions and treating employees ethically throughout all global operations. By integrating these values into international personnel functions, the organization builds trust with stakeholders and ensures a stable workforce. Such practices are essential for long-term viability and demonstrate a proactive approach to corporate social responsibility, ensuring that the firm contributes positively to the communities in which it operates.

141. (C) Cultural diversity
The presence of individuals from various cultural backgrounds within a global workforce leads to a wide range of viewpoints and problem-solving styles. This variety results from operating in multiple regions and hiring talent with different societal values and communication patterns. While this heterogeneity offers significant potential for innovation, it also requires specialized management to prevent misunderstandings. Successfully integrating these diverse perspectives is a core challenge for international organizations seeking to leverage their human capital for a competitive advantage in global markets.

142. (D) build a collaborative environment based on mutual trust.
Professional advisory interactions in developmental contexts are most effective when they are based on a partnership of shared responsibility. Both the expert and the organization must work together openly to identify challenges and develop effective solutions. This collaborative approach ensures that the resulting changes are relevant and that organizational members take ownership of the process. By fostering an atmosphere of mutual respect, the intervention leads to sustainable improvements in organizational capabilities and helps build the internal problem-solving capacity of the client.

143. (A) Global network combining global efficiency with local responsiveness.
Advanced global entities operate through a sophisticated structure of cooperation and knowledge sharing across their international locations. They aim to leverage their global scale and resources while remaining highly sensitive to the specific needs of diverse local markets. This dual focus is achieved through an integrated network of interdependent units that share talent and expertise. This structure allows the organization to be both efficient and flexible, which is essential for success in the complex and dynamic landscape of modern international business.

144. (A) 3, 2, 4, 1
Organizational knowledge is continuously transformed through a specific cycle of social and formal processes. It begins with the informal sharing of intuitive expertise among members through shared activities. This expertise is then articulated into structured formats that can be easily documented and stored. These structured assets are combined and integrated with other information to create new knowledge. Finally, individuals internalize this formal information through practice and learning, which then becomes part of their own personal and intuitive skills.

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International personnel management involves a specific cycle of activities to support staff working across national borders. This begins with assessing candidates' suitability for overseas roles and providing them with the cultural training needed for adaptation. Once the assignment is underway, specialized compensation packages are designed to manage international costs. Finally, the process concludes with managing the return and reintegration of staff back to their home country. Each stage requires specialized knowledge and management to ensure the success of global operations and the well-being of employees.

159. (A) Employees feel safe to share ideas and concerns without fear of reprisal.
Foundational values of transparency and shared responsibility create an atmosphere where members are encouraged to be honest and collaborative. When people trust that their contributions will be valued and that information is shared openly, they are more likely to participate in learning and problem-solving. This psychological safety is essential for continuous improvement and innovation within the organization. By fostering such an environment, management builds a more resilient and engaged workforce that is committed to collective success and effective interpersonal communication.

160. (B) Improving efficiency and providing analytical data for decision-making.
Utilizing integrated digital platforms for personnel management streamlines administrative tasks and ensures that leaders have reliable information for strategic planning. These systems improve the accuracy of records and provide the analytics needed to evaluate workforce trends and developmental programs. By centralizing data and making it easily accessible, these tools support more informed and effective organizational choices. This transformation of the management function into a proactive and data-driven partner is a primary benefit of adopting modern technology for human resource management.

161. (A) (a), (b), and (c)
Methodologies for planned organizational change are built on a collaborative partnership between experts and organizational members. This process involves a cyclical path of identifying challenges through data collection, implementing targeted actions, and assessing the results. The dual goal is to solve practical workplace problems while contributing to broader organizational knowledge. This iterative approach ensures that improvements are sustained over time and that the organization becomes a learning system. Success depends on active participation and a commitment to evidence-based development and reflection.

162. (A) Both A and R are true and R is the correct explanation of A.
Managing a workforce in a global context is inherently more demanding than domestic management due to the variety of environments in which an organization must operate. International management must address a greater number of variables, including diverse cultural norms, different legal requirements, and complex economic conditions across multiple countries. This necessitates a more flexible and sophisticated approach to personnel policies and practices. Navigating these complexities is essential for maintaining a cohesive and effective global workforce and achieving strategic goals in the international marketplace.

163. (C) competencies, organization
A central principle of modern management is that enhancing the skills and capabilities of organizational members directly leads to improved collective performance. This focus on learning and growth ensures that the workforce is prepared to meet current and future challenges effectively. By investing in the development of human potential, the firm builds the talent needed to innovate and adapt. This alignment between individual competence and organizational goals is fundamental for achieving long-term competitive advantage and ensuring that the entire system thrives in a dynamic environment.

164. (D) Balancing the need for global integration and local responsiveness.
Advanced global entities face the complex challenge of coordinating their international operations while remaining sensitive to the specific needs of diverse local markets. Achieving this balance requires a flexible structure that leverages global resources and scale without

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challenges. This supportive environment ensures that learning is seen as a permanent and vital aspect of organizational life, fostering a resilient and capable workforce that is prepared for future requirements.

152. (A) Recruiting staff for a whole region (e.g., the EU) from any country within that region.
Certain international management orientations involve grouping operations into geographic clusters to manage them more effectively. This approach focuses on utilizing staff from within a specific region to lead regional operations, facilitating a balance between global integration and local responsiveness. By recruiting talent from a cluster of countries with similar characteristics, the organization can coordinate its policies more efficiently while respecting regional differences. This orientation is a key model used for managing a diverse international workforce in a structured and strategically aligned manner.

153. (C) Sustainable business practices
Organizations that prioritize long-term viability integrate social and environmental considerations into their management functions. This includes providing the workforce with the knowledge and skills needed to operate in a responsible and environmentally friendly manner. By investing in such training, the firm ensures its operations are ethical and sustainable, which builds trust with stakeholders. This proactive approach to development directly supports a business model that considers human and environmental impact as critical components of overall organizational success and long-term strategic resilience.

154. (A) Knowledge that is readily accessible and applicable for value creation.
The ultimate goal of managing an organization's collective expertise is to ensure that valuable information is available when and where it is needed. A successful system transforms raw data and individual insights into actionable knowledge that can be used for decision-making and problem-solving. This accessibility allows the firm to respond more quickly to changes and drive innovation across all departments. By effectively leveraging intellectual assets in this way, the organization creates tangible value and maintains a strong competitive position in the market.

155. (D) Annual financial auditing
Targeted activities designed to create specific changes in organizational behavior and capability include programs for leadership growth, team-building, and professional guidance. These structured initiatives are intended to produce measurable improvements in individual and collective performance. While checks on financial accuracy are critical for business operations, they fall outside the specific scope of professional development. The primary focus of developmental interventions is the systematic enhancement of human potential and organizational learning to ensure long-term effectiveness and the achievement of strategic business objectives.

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156. (B) Foster synergy while minimizing conflict and misunderstanding.
Managing a multicultural global workforce requires a delicate balance between leveraging diverse perspectives and ensuring effective communication. The goal is to create an environment where different viewpoints contribute to innovation and better problem-solving while actively reducing potential friction caused by cultural differences. This requires sophisticated management skills and a commitment to inclusivity. Success depends on the organization's ability to integrate diverse insights into a cohesive whole, ensuring that a heterogeneous team can operate effectively and achieve strategic goals on a global scale.

157. (C) A team comprising both internal HR staff and external consultants.
Strategic reviews of the developmental function are most effective when they combine different perspectives and areas of expertise. A collaborative team that includes both people familiar with the organization's internal workings and external experts with broader industry knowledge provides a more comprehensive assessment. This balanced approach ensures that the evaluation is both deeply informed and objective. Such reviews are critical for identifying gaps in current practices and ensuring that developmental strategies are effectively aligned with the firm's long-term business objectives.

158. (B) P-3, Q-4, R-2, S-1

these diverse orientations is critical for effective international management and ensures that the organization can adapt its personnel policies to various strategic needs.

119. (D) Designing the company's core product line for the domestic market.
International personnel management involves specialized tasks related to the movement and support of employees across borders. This includes identifying candidates for overseas assignments, designing compensation packages that account for international costs, and managing the return and reintegration of staff after their tenure abroad. While these functions are critical for global operations, they do not include general business tasks like domestic product development. The focus of this function is the effective administration and development of a mobile and diverse global talent pool.

120. (A) Prevents loss of intellectual capital when employees leave the organization.
Managing collective expertise ensures that valuable insights and skills remain within the firm even as individuals move on. By capturing and documenting critical information, the organization builds a resilient knowledge base that supports continuous performance. This process reduces the risk of disruptions and ensures that best practices are preserved and shared across the entire organization. Leveraging intellectual assets in this way is essential for maintaining a competitive advantage and fostering an environment where learning and innovation are valued and sustained.

121. (C) Tracking employee participation in training and their skill development over time.
Utilizing integrated digital platforms allows organizations to monitor the professional growth of their members more effectively. These systems maintain detailed records of the learning activities employees have completed and the new competencies they have acquired. This data provides valuable insights for performance reviews, succession planning, and identifying future developmental needs. By providing a clear view of human capital improvement, these tools support more strategic and informed choices regarding the training and advancement of the workforce within the firm.

122. (A) Both Statement I and Statement II are true.
Complex global entities are defined by a sophisticated system of cooperation across their international network. Managing such a structure requires an international management strategy that balances a unified organizational vision with the flexibility to adapt to local requirements. This coordination is essential for leveraging global resources while remaining sensitive to diverse cultural and legal environments. Fostering a shared culture while allowing for local variation is a primary challenge that these organizations must address to maintain efficiency and effectiveness on a global scale.

123. (D) Global or transnational strategy.
A truly global staffing approach is most effective for organizations that operate as an integrated network and require high levels of cross-border coordination. This model prioritizes finding the most qualified candidates for leadership roles regardless of their nationality, which supports the development of a workforce with a global perspective. By treating the entire world as a single talent pool, the firm can better manage its diverse international operations and achieve its strategic goals. This orientation is a hallmark of the most mature and integrated international business strategies.

124. (B) HRD is a subset of HRM, focusing specifically on the development and growth of employees.
Modern management distinguishes between general personnel functions and those specifically dedicated to enhancing the long-term capabilities of the workforce. While broader functions include recruitment, compensation, and legal compliance, the specialized area of employee development focuses on learning, skill acquisition, and career planning. This targeted approach ensures that the organization is not only managing its current staff but also building the potential needed for future success. Understanding this relationship is essential for creating a balanced and effective human capital strategy.

125. (C) Proaction
A foundational value in developmental environments is the emphasis on taking initiative and preparing for future challenges before they become problems. This forward-

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ignoring regional cultural and legal differences. This dual focus is essential for maintaining efficiency and effectiveness across a dispersed global network. Managing this tension between central coordination and local adaptation is a primary task for modern international business leaders and a core requirement for strategic success.

165. (C) To identify employee development needs and create action plans.
When organizations use performance evaluations to support professional growth, the process becomes a powerful tool for enhancing human capital. Instead of focusing purely on administrative tasks or salary decisions, the goal is to identify specific strengths and areas for improvement for each member. This information is then used to design targeted learning activities and career pathways. This developmental approach ensures that the appraisal system contributes directly to the continuous improvement of the workforce and the long-term achievement of organizational strategic goals.

166. (B) The consultant and client work together to gather and analyze data to understand the problem.
The critical identification phase of a structured intervention involves a collaborative effort to examine the current state of the organization. By collecting and analyzing evidence from various sources, the expert and the organization's members work together to determine the root causes of challenges. This shared process ensures that the findings are accurate and that the organization takes ownership of the results. A proper understanding of the situation is necessary before any effective actions or changes can be planned or implemented successfully.

167. (A) Both Statement I and Statement II are true.
Financial methods for tracking human capital involve a systematic process of identifying and measuring data regarding the organization's workforce. The primary goal of this practice is to provide leadership with clear information about the economic value of human assets and the costs associated with personnel development. By communicating these insights to top management, the firm can make more informed choices about resource allocation and strategic workforce planning. This approach recognizes that people are a vital economic resource whose value must be measured and reported.

168. (A) Ethnocentric
International management orientations that prioritize the practices and personnel of the home country carry significant risks in global operations. By staffing key leadership roles only with home-country nationals, the firm may fail to understand local cultural and legal nuances, leading to resentment among host-country staff. This "cultural arrogance" can hinder local responsiveness and decrease the overall effectiveness of international subsidiaries. Successfully managing a diverse global workforce requires a more inclusive approach that respects local differences and values the contributions of talent from all countries.

169. (C) It transforms HR from a purely administrative function to a strategic partner.
Utilizing integrated digital platforms for personnel management provides organizations with the analytical tools needed to contribute to long-term planning. By automating routine tasks and providing accurate data on workforce trends and capabilities, these systems allow managers to focus on strategic human capital management. This shift enables the department to play a more active role in achieving business goals and navigating organizational challenges. The availability of data-driven insights ensures that human resource decisions are aligned with the strategic direction and requirements of the firm.

170. (A) The perception that development is for remedial purposes only.
A supportive environment for professional growth is characterized by a general belief that learning is a valuable opportunity for all members, not just those with performance issues. When management actively encourages growth and fosters a culture of openness and risk-taking, the internal developmental atmosphere is strengthened. Conversely, if developmental activities are viewed purely as a consequence for failure, the resulting atmosphere hinders genuine improvement. Therefore, creating a positive climate requires a proactive and optimistic approach toward the development of all organizational members.

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145. (A) Both A and R are true and R is the correct explanation of A.
The internal developmental atmosphere of an organization is a powerful driver of employee engagement and loyalty. When members perceive that the firm is genuinely invested in their professional growth and provides ample opportunities for advancement, they are more likely to feel committed to its success. This positive perception of organizational support fosters a sense of belonging and increases job satisfaction. Therefore, creating a supportive climate for learning is not only good for skill development but also for retaining a motivated and dedicated workforce.

146. (A) Repatriation
International assignments involve a full cycle that includes the return and reintegration of staff to their home country after their tenure abroad. This concluding phase is often challenging, as individuals must adjust back to the local culture and work environment while the organization seeks to utilize the international experience they have gained. Effectively managing this transition is critical for retaining talent and ensuring that the firm benefits from the global insights developed during the assignment. It requires careful career planning and support.

147. (C) It involves technology and cultural processes for knowledge sharing.
Leveraging an organization's collective expertise requires a combination of sophisticated digital systems and a supportive internal environment. While technology provides the tools for storing and organizing data, the organizational culture must encourage members to openly share their insights and collaborate. Effective management of intellectual assets involves creating both the infrastructure and the values that facilitate the flow of information across the firm. This holistic approach ensures that valuable knowledge is captured, utilized, and continuously updated to improve organizational performance and innovation.

148. (A) (a), (c) and (d)
Foundational principles of employee development emphasize that growth is a proactive process and a shared responsibility across the entire organization. It is viewed as a strategic means to achieve broader organizational goals rather than as an end in itself. Furthermore, creating a supportive internal environment is essential for facilitating effective learning. This perspective assumes that every individual has the potential to grow and that management must play an active role in fostering this development. These beliefs guide the design and implementation of successful growth initiatives.

149. (C) Assess the impact and effectiveness of the action taken.
The concluding stage of a structured developmental process focuses on measuring the results of the changes implemented. This assessment determines whether the original objectives were achieved and provides valuable feedback for future efforts. By systematically reviewing the outcomes, the organization can learn from its experiences and refine its management strategies. This critical evaluation ensures accountability and supports continuous improvement, ensuring that resources dedicated to organizational change are being used effectively to enhance performance and achieve strategic goals within the firm.

150. (C) Statement I is true, but Statement II is false.
The primary aim of professional growth initiatives within a firm is to enhance the collective strength and effectiveness of the entire organization. While the development of individual skills and capabilities is a core part of this process, it is fundamentally a means to achieve broader business objectives. Successful developmental strategies align personal goals with the strategic needs of the organization, ensuring that both the member and the firm benefit. This organizational focus ensures that learning efforts contribute directly to long-term competitive advantage and performance.

151. (D) HRD Culture
The deep-seated beliefs and principles that prioritize the growth of members define an organization's fundamental approach to development. This internal landscape consists of shared values that encourage continuous learning, experimentation, and the sharing of knowledge. When these principles are deeply embedded, they guide how individuals interact and how the organization responds to

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workforce for future challenges. Unlike more traditional management styles that prioritize control or simple administration, this approach views human potential as a strategic resource to be cultivated. By emphasizing the ongoing advancement of its people, the organization builds the talent and resilience needed to thrive in a dynamic and competitive environment.

178. (A) Both A and R are true and R is the correct explanation of A.
The choice of an international management orientation is fundamentally driven by the organization's broader strategic priorities. Firms that seek high levels of global integration require consistent and standardized personnel practices across all their international locations. Conversely, organizations that prioritize responding to the unique needs of local markets must adopt more flexible and decentralized management styles. Understanding this relationship between business strategy and personnel policy is critical for effective global workforce coordination and ensures that management practices support the firm's strategic objectives.

179. (C) The company's detailed product marketing plan.
Strategic reviews of the developmental function are intended to evaluate the effectiveness of learning initiatives and their alignment with organizational goals. This includes assessing the skills of the personnel staff, the health of the developmental climate, and the quality of systems for professional growth. While other business tasks like marketing and production are important, they fall outside the specific scope of an audit focused on human resource development. The primary focus of this review is to ensure that the organization is effectively building its human capital.

180. (D) A greater variety of perspectives leading to better problem-solving and innovation.
Organizations that effectively integrate diverse cultural viewpoints gain a significant competitive advantage in the international marketplace. A multicultural workforce provides a wide range of insights that can drive creativity and improve the firm's ability to solve complex problems. This variety of perspectives also helps the organization better understand and serve diverse global markets. While managing a heterogeneous team presents challenges, the long-term benefits of a more innovative and globally aware workforce far outweigh the initial difficulties of managing cultural differences within the firm.

181. (C) A structured career planning system
Functional tools and processes designed to facilitate professional growth are key elements of developmental frameworks within organizations. These systems, such as pathways for advancement and skill acquisition, provide the practical means for individuals to improve their capabilities. Unlike results such as high satisfaction or increased profit, these are the intentional methods used by the firm to build its human capital. Implementing such structured programs demonstrates a proactive commitment to systematically developing the workforce and preparing employees for future roles and broader strategic organizational responsibilities.

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182. (B) Confrontation
A core developmental value involves addressing challenges and conflicts directly rather than avoiding them to maintain a superficial sense of harmony. This approach encourages transparent communication and the honest examination of difficult issues within the organization. By dealing with problems as they arise and working through them collaboratively, the firm can find effective solutions and prevent small issues from escalating. This practice builds trust and ensures that the workforce remains focused on continuous improvement and authentic interpersonal interactions, which are vital for a healthy developmental culture.

183. (C) Statement I is false, but Statement II is true.
Effective management of an organization's collective expertise requires much more than just a large digital storage system for documents. While technology provides the infrastructure for organizing information, the organizational culture must foster an environment where people are willing to openly share their insights. This involves building trust and creating values that prioritize collaboration and learning over the hoarding of information. Ultimately, successful knowledge management leverages both tools and culture to transform individual expertise

and enhance collective performance over time, ensuring long-term resilience.

233. (C) Increased complexity due to variables like culture, law, and multiple national contexts.
Managing human resources on a global scale is significantly more demanding than domestic management due to the variety of environments in which a firm must operate. International management must contend with a greater number of variables, including diverse cultural norms, different legal requirements, and complex economic conditions across multiple countries. This necessitates a more flexible and sophisticated approach to personnel policies and practices to manage a diverse and mobile workforce effectively. Successfully navigating these differences is essential for maintaining organizational cohesion and achieving strategic goals in the complex and interconnected global marketplace.

234. (A) It encourages open sharing of sensitive information necessary for an accurate diagnosis.
Professional advisory interactions in developmental contexts are most effective when they are based on a partnership of shared responsibility and mutual respect. Building an atmosphere of trust is essential because it allows organizational members to feel safe sharing the honest and sometimes difficult information needed to understand challenges. Without this openness, the diagnostic process will be incomplete and any resulting interventions may fail to address the root causes of problems. Trust is the foundation of a collaborative relationship that leads to meaningful and sustainable organizational change and professional growth.

235. (D) A structured activity or program designed to produce a specific developmental change.
Targeted activities aimed at creating specific changes in organizational behavior and capability are central to human resource development strategies. These interventions are structured and goal-oriented, intending to produce measurable enhancements in individual and group performance. By implementing such planned programs, the organization demonstrates a proactive commitment to continuous improvement and preparation for future challenges. Such efforts are the primary tools used to close the gap between current performance and the potential required for strategic success, ensuring that developmental activities lead to tangible and sustainable enhancements in the organizational system.

236. (A) Both A and R are true and R is the correct explanation of A.
The internal developmental atmosphere of an organization is a powerful driver of employee engagement and loyalty. When members perceive that the firm is genuinely invested in their professional growth and provides ample opportunities for advancement, they are more likely to feel committed to its success. This positive perception of organizational support fosters a sense of belonging and increases job satisfaction, which helps reduce staff turnover. Therefore, creating a supportive climate for learning is not only good for skill development but also for maintaining a motivated and dedicated workforce over the long term.

237. (C) Articulating tacit knowledge into explicit form (e.g., a concept or model).
Organizational learning involves a cycle of transforming different types of knowledge through formal and interpersonal processes. One critical phase involves taking individual, intuitive expertise and expressing it in a structured format that can be easily shared and stored, such as a report or a concept. By formalizing this knowledge in this way, the organization ensures that valuable insights are made accessible to others and can be preserved as strategic assets. This articulation of personal wisdom into articulated information is a key step in building a resilient and informed workforce.

238. (D) alignment
Strategic reviews of human resource development are intended to evaluate how effectively learning and growth initiatives are supporting the firm's broader business goals. This process involves assessing whether the various programs and systems are directly contributing to the achievement of organizational strategic objectives. By identifying where efforts may be misdirected, these audits help the firm refine its developmental strategy to ensure it is providing the intended value. This focus on strategic alignment is essential for maintaining a high-performing

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mission and the well-being of the staff. The process begins with carefully identifying the most suitable candidate for the role. Once selected, the individual receives cultural and technical training to prepare for the overseas tenure. During the assignment, the organization provides ongoing support to help the employee and their family adapt. Finally, the cycle concludes with managing the return and reintegration of the staff member to their home country office.

191. (A) Management of global supply chains
International personnel management focuses on the specialized tasks of coordinating a diverse workforce across borders. This includes recruitment from various global talent pools, designing compensation packages for international assignments, and providing developmental programs for global roles. While these functions are critical for international business, they do not include the physical logistics of manufacturing or supply chain management. The primary goal of this function is the effective administration and support of a firm's human capital on a global scale, ensuring that talent is effectively developed and utilized.

192. (B) Increase the client system's own capacity to solve problems.
The primary goal of a professional advisory interaction in developmental contexts is to empower the organization to manage its own challenges. The expert acts as a facilitator, guiding members through a process of self-discovery and improvement. This approach builds the internal skills and knowledge needed for long-term organizational health and sustainability. By focusing on enhancing the client's own problem-solving capabilities, the advisor ensures that the results of the intervention are meaningful and that the organization becomes more resilient and capable of independent growth.

193. (B) Systematic assessment of HRD function effectiveness and alignment with goals.
Strategic reviews of human resource development are intended to determine how well learning and growth initiatives are supporting the firm's broader objectives. This process involves evaluating the quality of training, the health of the organizational climate, and the overall impact of personnel practices on organizational capabilities. By identifying gaps and suggesting improvements, these audits help the organization refine its approach to human capital management. This alignment ensures that developmental efforts provide a measurable value and contribute to the firm's long-term effectiveness and competitive advantage.

194. (A) multi-domestic; global/transnational
Organizations typically shift their international management style as they move toward higher levels of global integration. A transition from focusing on the unique needs of each host country to a more integrated global approach reflects a change in broader strategy. This shift involves moving from a decentralized structure with significant local autonomy to one that leverages a global talent pool and fosters cross-border coordination. This evolution is necessary for organizations seeking both global efficiency and local responsiveness in a complex and interconnected international marketplace, requiring more sophisticated management orientations.

195. (A) (a), (b), and (d)
Utilizing integrated digital platforms for personnel management provides organizations with significant benefits, including improved accuracy of records and analytical data for strategic planning. These systems streamline administrative tasks and help ensure that the firm complies with various legal and government reporting requirements. By centralizing information regarding employee skills and performance, these tools support more informed decisions about talent management. This modern approach to managing human capital data is essential for organizational efficiency and for aligning human resource strategies with the broader business objectives and long-term requirements.

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196. (D) A cyclical process of researching a situation and taking action to change it.
Methodologies for planned change are based on an iterative cycle of inquiry and intervention. This process involves identifying challenges through systematic data collection, implementing targeted actions to address those issues, and then evaluating the results. The feedback from these evaluations then informs a new stage of

221. (C) It is a source of competitive advantage if managed effectively.
Having a workforce composed of individuals from various cultural backgrounds provides an organization with a wide range of insights and perspectives. This heterogeneity can drive innovation and improve the firm's ability to solve complex problems and serve diverse international markets. While managing such a team presents challenges for communication and teamwork, the strategic benefits are significant. Successfully integrating these diverse viewpoints allows the organization to leverage its human capital for better performance. This proactive approach to diversity is essential for success in an increasingly interconnected and multicultural global business environment.

222. (D) The alignment of HRD activities with the company's strategic objectives.
Strategic reviews of human resource development are intended to confirm that learning and growth initiatives are effectively supporting the firm's broader business goals. This process involves evaluating whether the developmental strategies are building the human capabilities needed for long-term success. By identifying gaps and suggesting improvements, these audits ensure that the resources dedicated to employee growth are providing a measurable return. This focus on strategic alignment is essential for maintaining a high-performing organization that prioritizes learning and is prepared to meet the challenges of its specific competitive landscape.

223. (C) Statement I is false, but Statement II is true.
Targeted activities designed to create specific changes in organizational behavior and capability are the primary tools for professional development. These interventions are structured and goal-oriented, aiming to produce measurable enhancements in how individuals and groups perform. Rather than just identifying problems, these programs involve the practical implementation of solutions and learning initiatives. By carrying out such planned activities, the organization demonstrates a proactive commitment to continuous improvement and prepares its members for future requirements. This goal-oriented approach is essential for achieving strategic success and enhancing the collective potential of the workforce.

224. (B) People possess untapped potential.
A foundational principle in developmental management is the optimistic belief that all individuals have the capacity to grow and contribute more if given the right support. This philosophy assumes that employee capabilities are not fixed but can be continuously enhanced through structured learning and growth opportunities. By prioritizing the development of this inherent potential, the organization builds the collective strength needed to achieve its strategic objectives. This commitment to the long-term advancement of its people is a core pillar of a healthy organizational culture and a key driver of long-term effectiveness.

225. (B) Openness and Autonomy
Foundational values in developmental environments guide how managers interact with their teams to foster growth. By actively seeking feedback and encouraging initiative, leadership demonstrates a commitment to transparent communication and empowers individuals to take responsibility for their work. These practices build trust and create an atmosphere where members feel safe to share ideas and manage their own professional advancement. Fostering such an environment is essential for continuous improvement and innovation, as it leverages the full potential and creative energy of a motivated and independent workforce within the organization.

226. (A) The family's inability to adjust to the host country's culture.
In global management, certain situations arise where staff sent to work abroad are unable to complete their tenure, often due to personal or family difficulties. The challenges that families face in adapting to a new cultural and social environment are primary reasons for the failure of international assignments. These early returns represent significant costs and lost strategic opportunities for the firm. Reducing such occurrences requires specialized support, including pre-departure training and ongoing assistance for the entire family, ensuring they have the tools needed to adjust successfully to a foreign context.

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trust with stakeholders and ensuring the long-term success and positive impact of the firm.

203. (D) geocentric
Advanced global entities differentiate themselves by prioritizing the selection of the most qualified candidates for key roles, regardless of their nationality. This approach seeks to build a diverse leadership team with a truly international perspective and is characteristic of the most integrated international management orientations. By treating the entire world as a single talent pool, the firm can leverage the best expertise from across its global network. This strategy is essential for organizations seeking a high degree of global coordination and effectiveness in the complex international business landscape.

204. (B) A collaborative partnership.
Professional advisory interactions in developmental contexts are most effective when they are based on a model of shared responsibility. This partnership involves both the expert and the organizational members working together openly to identify challenges and develop tailored solutions. This collaborative approach ensures that the organization takes ownership of the results and builds its own internal problem-solving capacity. By fostering an atmosphere of mutual trust and respect, the intervention leads to sustainable improvements in organizational capabilities and supports long-term strategic success and a culture of continuous learning.

205. (C) Assess the overall health and effectiveness of the organization's entire HRD system.
Strategic reviews of the developmental function are intended to evaluate how well all learning and growth initiatives are working together to support organizational goals. This process involves a comprehensive assessment of the quality of training, the health of the organizational climate, and the alignment of personnel practices with long-term strategic needs. Unlike specialized checks on individual employees or financial records, this audit focuses on the entire system's impact. Such evaluations provide the insights needed for continuous improvement and ensuring that human capital management is effective.

206. (D) An integrated global network and shared learning.
Advanced global entities differ from simpler models by fostering a sophisticated structure of cooperation across their international locations. They focus on creating an integrated network where assets, expertise, and talent flow freely across borders to achieve both efficiency and local responsiveness. This approach emphasizes the importance of shared learning and collective problem-solving across the entire organization. By leveraging their global resources in this way, these firms can better navigate the complexities of international markets and drive innovation, making them highly competitive in the modern global economy.

207. (A) Autonomy
A core developmental principle involves providing members with the independence and resources they need to manage their own work and professional growth. When management grants individuals the authority to take initiative and make decisions, it fosters a sense of responsibility and empowers them to perform at their best. This value is essential for creating a healthy organizational environment that prioritizes learning and personal accountability. By encouraging such independence, the organization builds a more capable and motivated workforce that is prepared to meet challenges and contribute meaningfully to collective success.

208. (B) Succession Planning
Integrated digital platforms for personnel management provide the data needed to identify and prepare future leaders for key roles within the firm. By tracking employee performance, training history, and personal aspirations, these systems help managers identify potential candidates for advancement. This proactive approach ensures that the organization has a steady supply of qualified talent to fill future vacancies and maintain continuity. Such strategic talent management is essential for long-term organizational stability and ensures that human capital is being effectively developed and utilized for future requirements.

209. (B) To bring about a specific, planned change to improve effectiveness.

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diagnosis, ensuring a process of continuous learning and improvement. This scientific and practical approach ensures that developmental efforts are evidence-based and lead to meaningful enhancements in organizational performance and the collective capabilities of the workforce.

197. (C) An improvement in team problem-solving skills.
The tangible benefits realized from developmental initiatives are the true measures of success. While conducting training and implementing systems are important activities, they are not the end results themselves. Meaningful outcomes manifest as improvements in how individuals and groups perform and collaborate within the firm. An enhanced ability to solve problems collectively demonstrates that human resource development efforts have effectively built organizational capability. These results contribute directly to the firm's overall effectiveness and its ability to adapt and thrive in a competitive and dynamic business environment.

198. (A) Both A and R are true and R is the correct explanation of A.
Relying exclusively on home-country practices in global operations is often ineffective because it ignores the complexities of cultural diversity. While a multicultural workforce offers a wealth of perspectives for innovation, it also presents significant challenges for communication and teamwork. Organizations that fail to manage these differences proactively through sophisticated international management practices often experience conflict and failure. Success in a global network requires a balance between achieving efficiency and remaining responsive to local cultural nuances, which is essential for maintaining organizational cohesion and effectiveness.

199. (D) Career Planning
Organizations use structured processes to identify their future leadership requirements and map out the professional development needed to meet those goals. This involves assessing the potential of individuals and aligning their career aspirations with the long-term needs of the firm. By providing clear pathways for growth and advancement, the organization ensures a steady supply of qualified talent for key roles. This proactive approach benefits both the employee, who receives a roadmap for their professional journey, and the firm, which secures its future human capital.

200. (A) A positive and supportive climate is essential for facilitating employee development.
A fundamental belief in management is that the internal atmosphere significantly influences the success of learning initiatives. An environment characterized by trust, openness, and management support encourages members to engage in professional growth and acquisition of new skills. Without such a conducive climate, even the best-designed training programs are likely to fail. Therefore, creating a supportive organizational culture is seen as a necessary foundation for any effective developmental strategy, ensuring that members feel empowered to improve their capabilities and contribute to success.

201. (C) To encourage employees to hoard their knowledge for personal gain.
Managing an organization's collective expertise aims to transform individual insights into a shared strategic asset. This involves creating systems and a culture that facilitate the open flow of information and reward collaboration. The goal is to capture and codify knowledge so it can be used for innovation and problem-solving across the entire firm. Encouraging members to keep information to themselves would be counterproductive to the primary objective of leveraging intellectual capital to improve organizational performance and maintain a strong competitive position in the market.

202. (C) Statement I is true, but Statement II is false.
Modern management recognizes that ethical behavior and the responsible treatment of the workforce are essential pillars of long-term viability. This perspective integrates international personnel management with broader sustainability goals, emphasizing that a truly resilient business cannot thrive by exploiting labor. Developing global leaders with a socially responsible mindset ensures that the organization operates ethically across all its locations. This alignment between people management and sustainable practices is fundamental for building

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Financial methods for valuing the workforce sometimes treat personnel-related expenditures as long-term investments rather than immediate costs. This approach involves totaling all expenses associated with acquiring and developing employees and recording them as assets on the organization's financial records. By tracking these amounts, the firm recognizes the economic value of its human capital. This methodology provide a way to quantify the resources dedicated to building a skilled workforce over time, which helps justify the investment in employee growth and supports more informed management decisions about human asset allocation.

216. (A) Developing global leaders who integrate social, environmental, and economic considerations into their decisions.
Sustainable international management practices require a broad perspective that considers the long-term impact of business decisions on both people and the planet. By cultivating leaders who value ethical behavior and social responsibility across different cultures, organizations can build lasting viability. This approach involves integrating these values into all personnel functions, from recruitment to development. It ensures that the firm contributes positively to society while remaining competitive. This proactive focus on sustainability is essential for creating a resilient global business that meets the expectations of various stakeholders in a responsible manner.

217. (C) Conclusion of project where consultant role ends and client takes ownership.
The final stage of a professional advisory relationship involves a critical transition where the organization assumes full responsibility for the changes implemented. During this phase, the expert's active role concludes, and the project is formally finished. This transition is successful only if the organization has developed the internal capacity to sustain the improvements on its own. Reaching this point demonstrates that the intervention was effective in empowering the firm to manage its own development. This clear conclusion is a vital part of the professional developmental process and ensures organizational independence.

218. (A) Human Resource Information System (HRIS)
Utilizing an integrated digital platform allows organizations to manage all aspects of the employee lifecycle more efficiently. These systems centralize records for recruitment, performance reviews, training history, and payroll, making the information easily accessible to those who need it. By providing a reliable and accurate source of data, these tools support more informed and strategic human capital management. This modern approach to organizing personnel data streamlines administrative tasks and allows leaders to focus on long-term workforce planning and talent development, ensuring the organization is prepared for future strategic requirements.

219. (A) Both A and R are true and R is the correct explanation of A.
Successfully leveraging an organization's collective expertise requires both the right digital tools and a supportive internal environment. While technology provides the infrastructure for storing and sharing data, the organizational culture must foster values like trust and collaboration to encourage members to participate. Technology alone cannot create the willingness to share intuitive knowledge; it requires a cultural foundation where people feel valued for their contributions. This holistic approach ensures that valuable insights flow across the entire organization, driving continuous learning, innovation, and improved performance in a competitive landscape.

220. (B) Achieve both global efficiency and local responsiveness simultaneously.
Advanced global entities differentiate themselves by their ability to leverage global scale while remaining highly sensitive to the unique needs of diverse regional markets. This dual focus allows them to coordinate their international network efficiently while adapting their products and policies to fit local cultural and legal requirements. Achieving this balance is a primary challenge in modern international management and requires a sophisticated and flexible organizational structure. This integrated approach ensures that the firm can compete effectively in complex global markets while maintaining overall organizational cohesion and strategic focus across all borders.

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Targeted programs and activities are central to professional growth strategies, aiming to transform organizational behavior and capabilities in a goal-oriented manner. These structured initiatives are designed to produce measurable enhancements in how individuals and groups perform. By implementing such planned interventions, the organization demonstrates a commitment to addressing challenges and leveraging opportunities for continuous improvement. Such efforts are the primary tools used to close the gap between current performance and the potential required for strategic success, ensuring that the organization remains resilient and capable of future growth.

210. (A) The greater involvement in and commitment to international business.
Managing human resources on a global scale becomes significantly more demanding as an organization expands its cross-border operations. As the level of commitment to international markets grows, the firm must navigate a greater variety of cultural, legal, and economic environments. This increased involvement requires more sophisticated and flexible personnel policies to manage a diverse and mobile workforce effectively. Therefore, the degree of international reach is a primary driver of management complexity, making global workforce coordination a central strategic task for firms seeking success in an interconnected world economy.

211. (C) The various methods or processes used to facilitate development (e.g., training).
Functional tools and systems used to support professional growth are key components of developmental frameworks within organizations. These include various structured processes, such as performance appraisals and training programs, that provide the practical means for members to acquire new skills. These mechanisms are the intentional methods used by the firm to build its human capital. Implementing such systems demonstrates a commitment to systematically enhancing the capabilities of the workforce, ensuring that developmental goals are achieved and that the organization is prepared for current and future strategic requirements.

212. (D) polycentric

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Certain international management orientations prioritize the use of local talent for leadership roles in foreign subsidiaries. This approach assumes that nationals of the host country possess a superior understanding of the local cultural, legal, and economic environment. By staffing key positions with local residents, the firm can improve its responsiveness to regional demands and foster better relationships with local stakeholders. This decentralized strategy allows international units to operate with significant autonomy while maintaining alignment with their specific national contexts, which is a common approach for firms seeking high local responsiveness.

213. (C) (a), (b) and (d)
The internal developmental environment is defined by both deep-seated organizational principles and the shared perceptions of the workforce regarding current support. One concept consists of the foundational beliefs that guide long-term behavior toward growth, while the other represents how employees currently interpret the firm's policies and practices. While distinct, they both shape the daily experience of members and the success of learning initiatives. Understanding both levels—what is deeply believed and what is consciously perceived—is essential for creating a supportive atmosphere that effectively facilitates the continuous development of its people.

214. (B) Increasing the commitment of organizational members to the change process.
Methodologies for planned organizational change rely on a collaborative partnership to be successful. By involving members in the process of identifying challenges and developing solutions, the firm ensures that the resulting changes are relevant and that the people responsible for implementation feel a sense of ownership. This active participation is critical for overcoming resistance and building the support needed for meaningful and sustainable improvement. This cooperative approach fosters trust and ensures that developmental efforts lead to actual changes in behavior and performance across the entire organizational system.

215. (D) Capitalizing all costs associated with recruiting, hiring, and training.

227. (A) P-4, Q-2, R-3, S-1
Various specialized terms are used to describe the complex functions of managing and developing people within a firm. These include broader activities like recruitment and compensation, as well as focused efforts on enhancing competencies for the future. Additionally, organizations monitor the shared perceptions of members regarding their developmental support and implement specific planned actions to create organizational change. Understanding these distinct but related concepts is essential for a comprehensive approach to human capital management and ensuring that the organization has the talent and the culture needed to achieve long-term success and growth.

228. (D) Implementing effective Knowledge Management systems and processes.
Advanced global entities face the complex challenge of coordinating the flow of expertise across a dispersed international network. This necessitates the use of both sophisticated digital tools and a supportive culture to ensure that valuable insights are captured and shared among all units. By effectively managing their collective knowledge, these organizations can better leverage their global resources and drive innovation. This coordinated approach is essential for achieving high levels of efficiency and local responsiveness in modern international business, making intellectual asset management a critical strategic function for global success and resilience.

229. (C) To provide a basis for evaluating the return on investment in human capital.
Financial methods for tracking the value of the workforce provide management with essential data for making strategic choices. By attempting to quantify the economic worth of human assets and the costs of their development, leaders can assess the effectiveness of their personnel investments. This information helps justify expenditures on training and growth and supports more informed decisions about resource allocation. While not mandatory for external reporting, these practices provide critical internal insights that highlight the strategic importance of human capital and its contribution to the overall financial health of the organization.

230. (B) Regiocentric
Certain international management orientations involve grouping subsidiaries into geographic clusters to manage them more effectively. This approach allows for a degree of standardization across countries that share similar cultural or economic traits, while still remaining sensitive to regional differences. It frequently utilizes talent from within the specific region to lead regional operations, providing a balance between global integration and local responsiveness. This orientation is a key model used by organizations to manage their diverse international workforce in a structured and strategically aligned manner, helping them achieve efficiency within geographic boundaries.

231. (A) (a), (b) and (d)
Utilizing integrated digital platforms for personnel management provides organizations with significant strategic benefits, including improved data accuracy and analytical insights for decision-making. These systems streamline administrative tasks like recruitment and help ensure that the firm meets its reporting requirements efficiently. By centralizing information on employee skills and performance, these tools support more effective talent management and strategic workforce planning. This modern approach to managing human capital data is essential for organizational effectiveness and ensures that human resource strategies are aligned with the firm's broader business objectives and long-term strategic needs.

232. (A) Change is a continuous process of learning and improvement.
Methodologies for planned organizational change follow an iterative cycle of inquiry and intervention, reflecting the belief that improvement is an ongoing journey. The process involves identifying challenges through data collection, taking action, and then assessing the results to guide the next stage of diagnosis. This cyclical approach ensures that the organization remains responsive to changing needs and that developmental efforts lead to sustained and meaningful enhancements. It fosters an environment of continuous learning where feedback is used to refine management strategies

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into a strategic asset that drives performance and innovation across the firm.

184. (A) A competitive advantage through better management of human capital.
Utilizing integrated digital platforms for personnel management provides organizations with a significant strategic benefit by ensuring that leaders have accurate information for planning. These systems improve the accuracy of records and provide data analytics that help identify and develop talent effectively. By streamlining administrative work and supporting more informed decisions about the workforce, these tools allow the organization to leverage its human capital as a primary source of strength. This modern approach to management is essential for success in a complex and competitive global marketplace.

185. (C) The employee finds it hard to adjust back to the home country's culture and work environment.
The return of staff from an international assignment is often a difficult process that requires careful management. Individuals who have worked abroad frequently face challenges reintegrating into their home country's culture and the domestic office's management style. This "reverse culture shock" can lead to dissatisfaction and high turnover if not addressed properly. Supporting these employees during their return is critical for retaining their global expertise and ensuring that the organization benefits from the international insights and skills they developed during their tenure overseas.

186. (A) HRD is a continuous process of developing employee competencies.
A fundamental concept in modern management is that the enhancement of the workforce's skills and capabilities is an ongoing cycle, not a one-time event. This process involves a permanent commitment to learning and improvement at all levels of the organization. By focusing on the long-term potential of its people, the firm builds the collective strength needed to achieve its strategic goals. This continuous developmental approach ensures that the organization remains resilient and adaptable, fostering a culture where every member has the opportunity for professional growth.

187. (D) Help managers navigate cultural differences to improve business effectiveness.
Researching the impact of societal values on workplace behavior is essential for success in international operations. These studies explore how different cultural backgrounds shape attitudes toward work, communication, and leadership. By gaining these insights, managers can adapt their management styles and policies to fit various regional contexts and avoid costly misunderstandings. This knowledge is fundamental for building cohesive global teams and ensuring that international business practices are culturally sensitive and strategically aligned with local expectations, thereby enhancing the overall effectiveness of global operations.

188. (A) P-3, Q-4, R-1, S-2
Developmental frameworks consist of a range of elements, from foundational principles to practical applications and systematic reviews. Core ideas provide the philosophical basis, while structured tools and processes like training and appraisal serve as the functional means for growth. Deep-seated values and shared beliefs shape the overall organizational environment, and specific targeted programs are implemented to produce measurable changes. Together, these components ensure that the organization can effectively develop its people, maintain a supportive learning culture, and achieve its long-term strategic objectives and performance goals.

189. (C) A commitment to continuous learning, reflection, and knowledge sharing.
A supportive environment for professional growth is characterized by a culture where collective learning and the sharing of expertise are prioritized. In such an organization, members are encouraged to reflect on their experiences, learn from their mistakes, and collaborate openly to solve problems. This philosophy fosters resilience and innovation, ensuring that the firm remains adaptable in a changing landscape. When an organization embraces these values, it creates a powerful system for continuous improvement that leverages the potential of every member for the long-term benefit of the entire system.

190. (A) 4, 3, 2, 1
International assignments follow a logical progression to ensure both the success of the

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organization that effectively prioritizes learning and human capital development.

239. (A) Overcoming stereotypes and improving intercultural communication.
Having a multicultural workforce composed of individuals from various backgrounds provides significant strategic benefits but also presents unique challenges for daily coordination. The primary hurdle in managing such a team is the need to navigate different cultural norms and communication styles effectively while reducing potential biases. This requires sophisticated management skills and a commitment to building an inclusive environment where all perspectives are valued. Successfully managing this complexity is essential for fostering a cohesive and innovative workforce capable of operating effectively in the diverse and interconnected international business landscape.

240. (B) Geocentric model
Advanced global entities differentiate themselves by their ability to coordinate their international operations as an integrated network. This model prioritizes finding the most qualified candidates for leadership roles regardless of their nationality, which supports the development of a workforce with a truly global perspective. By treating the entire world as a single talent pool, the firm can better manage its diverse international activities and achieve its strategic goals. This integrated orientation is a hallmark of the most mature international business strategies, seeking to achieve both global efficiency and local responsiveness simultaneously.

241. (A) 2, 3, 1
Developmental frameworks are built on a hierarchy of elements, starting from foundational principles and moving toward practical applications. At the base are the core values and beliefs that guide the philosophy of growth and learning within the firm. These values shape the overall culture and the design of functional tools and systems, such as performance appraisal and training. Finally, within this structured environment, specific targeted programs and activities are implemented to address particular needs and create measurable changes in individual and collective performance and capabilities over time.

242. (A) People, Planet, and Profit.
Sustainable business models require a broad perspective that considers the impact of organizational activities on various levels. This "triple bottom line" approach involves balancing the need for financial performance with social responsibility and environmental stewardship. International personnel management contributes to this goal by focusing on ethical labor practices, employee well-being, and developing leaders who consider the long-term human and environmental consequences of their decisions. By integrating these values, the organization builds trust with stakeholders and ensures its long-term viability and positive contribution to society as a whole.

243. (C) The development of its people.
A central principle of modern management is that the continuous enhancement of the workforce's skills and capabilities is the primary driver of organizational success. By focusing on the acquisition of new competencies and fostering a culture of learning, the firm builds the talent needed to navigate future challenges and innovate effectively. This commitment to developing human potential is a strategic investment that ensures the organization remains resilient and competitive in a dynamic environment. Ultimately, the long-term effectiveness of any organization depends on its ability to cultivate its most important asset—its people.

244. (D) Leads to a 'cultural arrogance' and can alienate local stakeholders.
International management orientations that prioritize the practices and personnel of the home country carry significant risks in global operations. By staffing key leadership roles only with home-country nationals, the firm may fail to understand local cultural and legal nuances, which can lead to resentment among host-country staff and partners. This approach can hinder local responsiveness and decrease the overall effectiveness of international subsidiaries. Successfully managing a diverse global workforce requires a more inclusive and flexible strategy that respects local differences and values the contributions of talent from all countries.

245. (A) Both Statement I and Statement II are true.

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CHAPTER 04
Organisational Behaviour

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1. Which of the following is the most accurate definition of Organisational Behaviour (OB)?
(A) An academic discipline focused exclusively on the psychological and emotional health of individual staff members.
(B) A field of study investigating the impact of individuals, groups, and structure on behavior to improve effectiveness.
(C) A technical management method concerned primarily with the optimization of production workflows and output.
(D) The analysis of corporate finance and accounting systems specifically as they relate to labor management.

2. Identify the statement that correctly describes the primary focus of human behavior in an organizational context.
(A) Human behavior is a function of the person and environment, remaining unpredictable yet studyable.
(B) Human behavior is static and can be predicted with absolute certainty using standardized personality tests.
(C) The nature of human behavior is exclusively determined by genetic predispositions and remains unchangeable.
(D) Organisational policies and culture have no significant impact on the inherent nature of human behavior.

3. Which of the following is NOT considered a core contributing discipline to the field of Organisational Behaviour?
(A) Psychology
(B) Sociology
(C) Geology
(D) Anthropology

4. Which of the following statements regarding the scope of Organisational Behaviour are correct?
I. It includes the study of individual behaviour, such as personality and perception.
II. It examines group dynamics, including communication and leadership.
III. It analyzes the broader organizational system, including its structure and culture.
IV. Its scope is limited to the analysis of corporate financial performance.
(A) I and II only
(B) I, II, and III only
(C) II and IV only
(D) I, III, and IV only

5. A manager who believes that employees inherently dislike work and must be coerced to perform is operating under which theory of human behavior?
(A) Theory Y
(B) Two-Factor Theory
(C) Theory X
(D) ERG Theory

6. The process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment is known as:
(A) Motivation
(B) Perception
(C) Learning
(D) Attitude

7. Which of the following statements regarding personality is/are correct?
Statement I : Personality is the sum total of ways in which an individual reacts to and interacts with others.
Statement II : Personality is solely determined by hereditary factors and remains fixed from birth.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

8. **Assertion (A) :** Perception can be substantially different from objective reality.
Reason (R) : Individuals may look at the same

an inherent capacity for growth. This potential is not fixed but can be actively cultivated through planned and systematic interventions. This perspective moves away from viewing employees as mere costs, instead treating them as valuable assets whose development benefits the entire organisation.

252. (A) a work environment characterised by equity, support, and fairness.
The fundamental values of Human Resource Development emphasize creating a supportive and equitable work environment. This philosophy champions a proactive approach to managing people, focusing on fairness and collaboration. By establishing a culture of trust and respect, organisations can foster better psychological contracts with their employees, leading to enhanced collective performance and overall satisfaction.

253. (C) a proactive investment in the workforce's capabilities.
Human Resource Development represents a forward-thinking, proactive investment in an organisation's workforce. Rather than reacting to problems as they arise or focusing purely on administrative tasks, it prioritizes the continuous enhancement of employee capabilities. This strategic focus ensures that the workforce remains adaptable and skilled, which is essential for navigating a dynamic business environment.

254. (D) the development of people is considered a primary driver for developing the organisation.
The core philosophy of Human Resource Development suggests that individual growth is the primary catalyst for organisational success. By investing in the personal and professional development of employees, an organisation effectively develops its own capabilities. This symbiotic relationship aligns personal aspirations with strategic objectives, creating a culture where empowered individuals contribute significantly to the overall effectiveness.

255. (C) a purely utilitarian view focused on employees as a factor of production.
Human Resource Development explicitly shifts the focus away from a purely utilitarian perspective. In a utilitarian view, employees are seen merely as factors of production or costs to be minimized. In contrast, the developmental approach recognizes them as multifaceted assets with unlimited potential. This transition values holistic growth and long-term investment over short-term exploitation of human labor.

256. (B) Potential appraisal for identifying future capabilities.
Potential appraisal serves as a vital operational tool within the broader framework of human resource development. This specific mechanism is designed to identify and map the future capabilities of employees rather than just reviewing past performance. By looking forward, organisations can effectively plan for future leadership needs and ensure that individuals are prepared for upcoming challenges.

257. (D) a cyclical and collaborative process of diagnosis, action, and evaluation.
The Action-research Model is characterized by its iterative and participative nature. It functions through a continuous cycle of diagnosing specific developmental needs, gathering relevant data, taking targeted action, and then evaluating the outcomes. This collaborative approach involves both professionals and managers working together to ensure that development strategies remain effective and responsive to the changing organisational context.

258. (A) continuously adapted and relevant to current needs.
Implementing the Action-research Model ensures that developmental tools and subsystems remain dynamic rather than static. By using a cyclical process of feedback and adjustment, organisations can continuously adapt their strategies to meet evolving employee needs. This ongoing refinement process helps maintain the relevance of interventions, ensuring they effectively address the current challenges and goals of the organisation.

259. (C) facilitating employee growth and improvement.
A development-oriented approach to performance appraisal prioritizes the future growth of the employee over purely judgmental rankings. Instead of focusing solely on past failures or administrative decisions like salary adjustments, this mechanism aims to facilitate personal

sophisticated coordination and strategic flexibility.

292. (A) To provide insights for understanding and managing cultural differences.
Cross-cultural studies play a vital role in international management by providing the frameworks needed to understand how cultural values influence work attitudes. These studies offer essential insights into motivation, communication styles, and leadership across different societies. By applying this knowledge, managers can better navigate cultural nuances, reducing the likelihood of misunderstandings and improving effectiveness of multicultural teams and global assignments.

293. (D) leveraging diverse perspectives as a competitive advantage.
Effective management of cultural diversity involves valuing and leveraging different perspectives as a source of competitive advantage. Rather than trying to minimize or ignore cultural differences, international management seeks to create an inclusive environment where variety is seen as a strength. This approach fosters innovation and improves global problem-solving by incorporating a range of viewpoints and cultural insights into business.

294. (B) The management of base salary plus various allowances for expatriates.
Designing compensation for international employees is particularly complex due to the variety of allowances and benefits required for expatriates. Management must account for differences in cost of living, hardship conditions, and tax regulations across various countries. Balancing a base salary with these additional factors is necessary to ensure compensation remains equitable and attractive for employees working outside their home country.

295. (C) failed expatriate assignments and poor negotiations.
A lack of cultural competence in an international business setting can lead to significant operational failures. Without an understanding of cultural nuances, expatriate assignments are more likely to fail, and business negotiations may break down due to misunderstandings. Furthermore, poor team dynamics often arise when managers cannot effectively lead multicultural groups, highlighting critical importance of cultural intelligence for global success.

296. (D) Balancing global integration with local responsiveness.
The defining characteristic of a transnational strategy is the simultaneous pursuit of high global integration and high local responsiveness. This approach requires an organisation to coordinate its activities worldwide while remaining flexible enough to adapt to specific local market conditions. This "think global, act local" philosophy necessitates sophisticated management systems that can handle tension between worldwide standardization and local customization.

297. (A) Ethnocentric
In the ethnocentric approach to international staffing, key positions in foreign subsidiaries are primarily filled by nationals from the parent country. This model is based on the assumption that home-country practices and management styles are superior and should be replicated abroad. It ensures strong central control and a consistent corporate culture but may limit the organisation's responsiveness to local environments.

298. (B) Polycentric
A polycentric approach to international management involves hiring host-country nationals to lead local subsidiaries. These managers are typically granted a high degree of autonomy to run the business in a way that suits the local market. This strategy acknowledges the importance of local expertise and cultural understanding, although it can sometimes make global coordination and knowledge sharing more challenging.

299. (B) The geocentric model, as it fosters a global mindset and integration.
The geocentric model is the staffing approach that aligns with the strategic requirements of a transnational organisation. It focuses on finding the best talent for key roles regardless of their nationality or location. This model fosters a global mindset and facilitates knowledge sharing across borders, supporting the dual goals of global

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organisational initiatives, these interventions provide tailored support to help individuals navigate their career paths and improve their specific professional capabilities within the organisation.

268. (A) the commitment of top management and employee participation.
The effectiveness of any human resource development intervention is heavily dependent on the active support of senior leadership and the engagement of the workforce. Commitment from the top ensures that necessary resources and strategic alignment are present. Simultaneously, the participation of the employees targeted by the intervention ensures that the activities are relevant and accepted, leading to sustainable improvements.

269. (C) Improving interpersonal dynamics and team collaboration.
Group-level interventions within human resource development concentrate on improving how people work together. These activities, such as team building and conflict resolution, aim to enhance interpersonal dynamics and collaborative functioning. By addressing the relationships and communication processes within teams, these interventions help create a more cohesive work environment where groups can achieve their collective objectives more efficiently.

270. (D) To establish a system of continuous improvement and development.
The long-term objective of implementing various human resource development interventions is to establish a self-renewing system. This involves embedding continuous improvement and learning into the very fabric of the organisation. When development becomes an integral part of daily operations, the organisation gains a lasting capability to adapt to change, enhance its overall effectiveness, and consistently nurture its human capital.

271. (C) To assign monetary value to an organisation's human resources.
Human Resource Accounting is primarily concerned with quantifying the value of individuals within an organisation in financial terms. This process identifies and measures costs related to recruitment and training while also estimating the economic value employees generate. By assigning a monetary value to human capital, management can treat these resources as assets on the balance sheet for better decision-making.

272. (B) An HRD Audit assesses system effectiveness, while HRA quantifies asset value.
A fundamental distinction exists between an audit and human resource accounting regarding their focus and output. While accounting seeks to quantify human assets as financial values on a balance sheet, an audit systematically evaluates the quality and effectiveness of development strategies. The audit provides a strategic review of processes, whereas the accounting process offers a quantitative financial perspective.

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273. (D) evaluating the alignment of HRD activities with business goals.
An HRD audit focuses on assessing how well development activities align with the broader strategic goals of the business. It examines the adequacy of structures, systems, and competencies within the organisation to identify strengths and weaknesses. Unlike financial measurements, this qualitative review evaluates the health of the development climate and ensures that all interventions are contributing effectively to organisational success.

274. (A) Human Resource Accounting.
The principle of treating human resources as an asset rather than a simple expense is the core tenet of Human Resource Accounting. This approach argues that the investment made in acquiring and developing employees has long-term economic value. By recording these costs and their generated value on the balance sheet, the organisation gains a comprehensive understanding of its total capital.

275. (C) They provide a framework for accountability and continuous improvement.
Human resource accounting and auditing work together to create a robust framework for accountability within the development function. Accounting provides the financial data necessary to view human capital as a strategic investment, while auditing ensures that the processes for developing that capital are effective. This dual

approach fosters continuous improvement by highlighting both financial value and operational system health.

276. (A) Mutual trust and clearly defined roles and responsibilities.
A productive partnership between a consultant and a client relies on a foundation of mutual trust and transparency. For the relationship to be successful, both parties must adhere to a well-defined contract that clearly outlines their respective roles and responsibilities. This clarity, combined with open communication and shared expectations regarding outcomes, allows for effective problem diagnosis and implementation of solutions.

277. (D) To systematically manage organisational knowledge for strategic advantage.
Knowledge management is a systematic process designed to capture, organize, and utilize the collective information and expertise within an organisation. The primary objective is to manage these assets strategically to gain a competitive advantage. By ensuring that knowledge is shared and used effectively, the organisation can accelerate problem-solving, prevent information loss, and enhance its overall capability to innovate and grow.

278. (B) directly contributes to the development of intellectual capital.
Knowledge management is classified as a strategic development function because it focuses on building and maintaining the intellectual capital of the workforce. It directly supports the core objective of maximizing human potential by creating systems for continuous learning. By fostering a culture where information is shared, knowledge management ensures that collective intelligence of organisation grows alongside its individual members.

279. (C) make personal, experience-based knowledge more widely communicable.
The transformation of tacit knowledge into explicit knowledge is a vital process for ensuring that personal expertise becomes accessible to the entire organisation. Tacit knowledge is often personal and experience-based, making it difficult to share. By codifying this information into explicit forms, the organisation can widely disseminate valuable insights, thereby accelerating learning and preventing loss of critical institutional memory.

280. (D) To act in the best interest of the client organisation.
Consultants working in a developmental context have a fundamental ethical obligation to act in the best interests of the client organisation. This responsibility includes maintaining objectivity, ensuring the confidentiality of sensitive information, and recommending solutions that genuinely address the client's needs. Ethical practice requires that the consultant prioritizes the long-term well-being and effectiveness of the organisation over any personal gain.

281. (A) To manage and process information related to human resources.
A human resource information system is an integrated technological framework used to collect, store, and analyze data about an organisation's workforce. Its primary role is to manage and distribute pertinent information that supports both administrative tasks and strategic initiatives. By centralizing employee data, the system provides a reliable source of information for decision-making and ensures human resource processes operate efficiently.

282. (B) By providing data and analytics for decision-making and evaluation.
A human resource information system supports strategic development by providing the robust data and analytics needed for informed decision-making. It allows for the tracking of developmental progress, identification of skill gaps, and evaluation of training effectiveness. These insights enable management to design more targeted programs and demonstrate the tangible impact of development interventions on the organisation's strategic performance and goals.

283. (B) Career planning and succession management.
The ability of an information system to store and analyze performance and potential appraisal data directly facilitates career planning and succession management. By having a clear, data-driven view of employee capabilities and growth trajectories, organisations can objectively identify future leaders. This systemic approach

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ensures that talent is recognized and developed in alignment with the long-term leadership needs of the business.

284. (A) allows HR professionals to focus more on strategic initiatives.
One of the most significant advantages of implementing a human resource information system is the automation of routine administrative tasks. By streamlining processes such as payroll and attendance, the system reduces the clerical workload of professionals. This shift allows them to dedicate more time and energy to strategic development initiatives that add greater value to the workforce and the organisation.

285. (C) demonstrate the impact of development programs through data.
The strategic value of a human resource information system lies in its capacity to demonstrate the measurable impact of developmental programs. Through analytical reports and dashboards, the system provides evidence of training effectiveness and talent pipeline health. This ability to use robust data to justify investments and show results is crucial for positioning the development function as a strategic partner.

286. (D) the firm's level of internationalisation and strategic orientation.
The organisational context for international management is primarily defined by the extent of a firm's global operations and its overall strategic orientation. Factors such as whether a company is a multinational enterprise or a simple exporter significantly change the complexity of its human resource challenges. These strategic choices dictate the structures and policies needed to manage a diverse, international workforce.

287. (C) Managing expatriates and navigating diverse legal systems.
International management faces unique challenges that do not typically arise within a domestic setting. These include the complex task of managing expatriates moving between countries and navigating a variety of different legal, political, and cultural environments. Dealing with international relocations, diverse labour laws, and varying social norms requires a broader range of expertise than managing a single-country workforce.

288. (B) By ensuring ethical labour practices and promoting diversity.
International management is increasingly linked to sustainability through its focus on ethical labour practices and global diversity. By ensuring fair treatment across supply chains and promoting an inclusive environment for a worldwide workforce, the management function supports the social performance of the business. This commitment to corporate social responsibility helps maintain long-term legitimacy and brand reputation of global enterprise.

289. (D) a consideration of environmental, social, and financial performance.
The triple bottom line is a framework for sustainable business that expands the definition of success beyond financial profit. It requires organisations to simultaneously consider their environmental impact and social performance alongside their economic results. This holistic approach ensures that a company's global operations are responsible and sustainable, addressing the needs of diverse stakeholders in the regions where the operates.

290. (A) building a positive employer brand and mitigating risks.
Adopting a sustainable approach to international management contributes to long-term viability by building a positive employer brand and mitigating operational risks. When an organisation is perceived as ethical and inclusive, it attracts top global talent and gains public trust. This reputation, combined with proactive risk management in diverse legal environments, helps ensure the business remains legitimate and competitive globally.

291. (C) a significantly higher degree of complexity.
Managing human resources internationally is characterized by a significantly higher degree of complexity compared to domestic operations. This increased difficulty stems from the need to operate across different national borders, cultures, and regulatory frameworks. Functions such as recruitment, training, and compensation must be adapted to suit multiple local contexts while maintaining global standards, requiring

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Utilizing integrated digital platforms for personnel management provides organizations with both administrative efficiency and strategic value. These systems automate routine tasks while providing accurate data and analytics that help identify and develop talent across the firm. By transforming raw data into actionable insights, these tools support more informed and effective decisions regarding workforce planning and human capital development. This modern approach to managing people is essential for aligning personnel strategies with broader business goals and ensuring that the organization has the talent needed for long-term success.

246. (B) diagnosis
Methodologies for planned organizational change are based on an iterative cycle of inquiry and intervention. The process involves identifying challenges, taking action, and then assessing the results to guide future improvements. The information gathered during the evaluation phase is critical because it provides the data needed for a new stage of diagnosis in the next cycle. This cyclical nature ensures a process of continuous learning and improvement, where the firm remains responsive to changing requirements and refines its management strategies based on evidence and reflection.

247. (D) proactive
A foundational principle of employee development is that it is an intentional and forward-thinking process rather than a reactive one. This philosophy emphasizes the importance of anticipating future skill requirements and implementing learning initiatives before problems occur. By taking initiative and preparing the workforce for emerging challenges, the organization remains resilient and adaptable in a changing landscape. This proactive approach ensures that developmental efforts are aligned with strategic goals and that the firm is continuously building the capabilities needed for long-term success and competitive advantage in a dynamic environment.

248. (A) A HRD intervention
Targeted programs and systems designed to provide comprehensive feedback for professional growth are central to human resource development strategies. When a multi-source feedback system is used for developmental purposes rather than for administrative decisions, it serves as a powerful tool for identifying strengths and areas for improvement. This structured activity is intended to produce measurable enhancements in leadership and performance. Such initiatives demonstrate a proactive commitment to systematically developing human capital and preparing members for future responsibilities through goal-oriented learning and improvement programs within the organization.

249. (C) The consultant works with the client team to jointly diagnose the problem, brainstorm solutions, and plan implementation.
Professional advisory interactions in developmental contexts are most effective when they are based on a partnership of shared responsibility. This collaborative approach involves both the expert and the organizational members working together openly to identify challenges and develop tailored solutions. By including internal stakeholders in every stage of the process, the firm ensures that the results are relevant and that the members take ownership of the changes. This joint effort builds trust and enhances the organization's own problem-solving capacity, leading to sustainable and meaningful improvements.

250. (A) Leverage the organization's collective knowledge to improve performance and innovation.
Managing an organization's collective expertise aims to transform individual insights into a shared strategic asset that drives organizational success. This involves creating both the digital infrastructure and the cultural environment needed to capture, share, and effectively use knowledge across the entire firm. The ultimate goal is to enhance the organization's ability to solve problems and innovate in a competitive landscape. By effectively leveraging intellectual capital in this way, the organization builds a resilient and informed workforce that is capable of continuous improvement and maintaining a strong competitive position.

251. (B) Individuals have a latent capacity for growth that can be systematically nurtured.
Human Resource Development is built upon the foundational belief that all individuals possess

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integration and local responsiveness essential for transnational success.

300. (A) selecting the best people regardless of nationality.

The geocentric approach involves a recruitment strategy that prioritizes skill and competence over nationality. By seeking out the best candidates from across the entire global organisation, this method ensures that key positions are held by the most qualified individuals. This borderless talent management is critical for building a diverse leadership team capable of operating effectively in a global environment.

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improvement. It provides constructive feedback and identifies specific areas for learning, helping individuals reach their full potential within the company.

260. (A) To operationalise the HRD philosophy through practical tools.
Human resource development mechanisms act as the practical tools that translate abstract developmental philosophies into concrete actions. These subsystems, such as coaching, mentoring, and career planning, provide the structure needed to initiate and sustain the development process. Their primary purpose is to operationalize the belief in human potential by creating systematic pathways for continuous individual and organisational learning.

261. (D) Culture represents deep values, while climate is the perceptible atmosphere.
Human resource development culture consists of deep-seated, enduring values and shared assumptions about people development within an organisation. In contrast, the development climate refers to the immediate, perceptible atmosphere and employee perceptions of current practices. While culture is the stable foundation or personality of the organisation, climate is more temporary and sensitive to leadership changes or policy shifts.

262. (B) a belief in treating employees as a strategic advantage.
A robust human resource development culture is fundamentally defined by the belief that employees are a vital source of strategic advantage. This culture fosters an environment where continuous learning, experimentation, and collaboration are highly valued. By institutionalizing these deep-seated assumptions, the organisation creates a lasting commitment to nurturing human potential, which serves as the bedrock for long-term effectiveness.

263. (C) employee perceptions of HRD practices and policies.
Human resource development climate reflects how employees collectively perceive the organisation's ongoing policies and practices. It is a manifestation of the workplace atmosphere based on daily experiences and observations. When employees feel that the organisation genuinely invests in their growth through supportive actions and fair procedures, the resulting positive climate enhances the acceptance and success of developmental interventions.

264. (D) An organisation with a cultural value of learning but managers who fail to support training.
A mismatch between organisational culture and climate occurs when high-level values are not reflected in daily reality. For example, an organisation might claim to have a culture that prioritizes continuous learning, yet the climate may feel unsupportive if local managers fail to provide actual training opportunities. This disconnect highlights how immediate perceptions can diverge from the underlying foundational values.

265. (A) Culture provides the foundation, and climate is a reflection of it.
The relationship between organisational culture and climate is one of foundation and manifestation. Culture provides the deep, enduring basis of values and beliefs regarding human development. The climate serves as the perceptible reflection of this culture, representing the day-to-day reality as experienced by employees. While the foundation remains relatively stable, the reflected climate can fluctuate based on specific management actions.

266. (B) They are planned activities based on a diagnosis of needs.
Human resource development interventions are characterized as planned and systematic activities rather than spontaneous or reactive measures. These interventions are carefully designed following a thorough diagnosis of specific organisational or individual needs. By grounding actions in a clear understanding of current gaps, these programs can more effectively target areas for improvement in effectiveness, collaboration, and individual skill sets.

267. (B) Coaching and mentoring.
Individual-level interventions are specifically designed to enhance the personal skills, competencies, and overall well-being of the employee. Coaching and mentoring are prime examples of these activities, focusing on one-on-one development and guidance. Unlike broader

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thing yet perceive it differently based on their past experiences, interests, and expectations.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

9. The "Big Five" personality model includes all of the following dimensions EXCEPT:
(A) Extraversion
(B) Agreeableness
(C) Locus of Control
(D) Conscientiousness

10. A manager observes that a team member, Priya, consistently takes initiative, is highly organized, and can be relied upon to complete tasks on time. According to the Big Five model, Priya is demonstrating a high degree of:
(A) Conscientiousness
(B) Agreeableness
(C) Openness to Experience
(D) Emotional Stability

11. Match the personality traits in List I with their descriptions in List II and choose the correct code:
List I:
P. Machiavellianism
Q. Narcissism
R. Self-Monitoring
S. Locus of Control.
List II:
1. Pragmatic and maintains emotional distance
2. Belief concerning ability to control destiny
3. Adjusting behaviour to situational factors
4. Grandiose sense of self-importance.
(A) P-1, Q-4, R-3, S-2
(B) P-2, Q-3, R-1, S-4
(C) P-4, Q-1, R-2, S-3
(D) P-3, Q-2, R-4, S-1

12. The tendency to draw a general impression about an individual on the basis of a single characteristic, such as intelligence or appearance, is known as:
(A) Stereotyping
(B) Halo Effect
(C) Contrast Effect
(D) Projection

13. Which of the following represents the correct sequence of the perceptual process?
(A) Selection → Interpretation → Organization → Response
(B) Receiving Stimuli → Interpretation → Organization → Response
(C) Receiving Stimuli → Selection → Organization → Interpretation → Response
(D) Organization → Selection → Response → Interpretation

14. Which of the following factors are the primary determinants of perception in OB?
I. The Perceiver (attitudes, motives, interests)
II. The Target (novelty, motion, size)
III. The Situation (time, work setting, social setting)
IV. The Organization (financial health, market share)
V. The Technology (software, hardware)
(A) I, II, and V only
(B) I, II, and III only
(C) II, III, and IV only
(D) I, IV, and V only

15. "Any relatively permanent change in behavior that occurs as a result of experience" is the definition of:
(A) Learning
(B) Perception
(C) Attitude
(D) Personality

16. Which of the following is an INCORRECT statement regarding the nature of learning?
(A) Learning involves a change in behavior or behavioral potential.
(B) The change in behavior due to learning is always permanent.
(C) Learning requires some form of experience, either direct or indirect.
(D) Learning is a continuous process that occurs throughout life.

17. Arrange the following stages of the Classical Conditioning process as described by Pavlov in chronological order:
I. Pairing of Neutral Stimulus (Bell) with

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Unconditioned Stimulus (Food).
II. Presentation of Unconditioned Stimulus (Food) leading to Unconditioned Response (Salivation).
III. Presentation of Conditioned Stimulus (Bell) leading to Conditioned Response (Salivation).
IV. The Neutral Stimulus (Bell) does not elicit a response.
(A) II, IV, I, III
(B) IV, II, I, III
(C) I, II, III, IV
(D) IV, I, II, III

18. A manager who provides praise and a bonus to an employee for exceeding a sales target is using which reinforcement strategy from Operant Conditioning?
(A) Positive Reinforcement
(B) Negative Reinforcement
(C) Punishment
(D) Extinction

19. The cognitive component of an attitude refers to:
(A) The emotional or feeling segment of an attitude.
(B) An intention to behave in a certain way toward someone or something.
(C) The opinion or belief segment of an attitude.
(D) The observable action based on an attitude.

20. Which of the following statements about attitudes is correct?
(A) Workplace attitudes are permanent fixtures that cannot be changed once they are fully formed.
(B) Most psychological models suggest attitudes consist of only cognitive and behavioral segments.
(C) Research indicates there is no significant relationship between specific attitudes and behavior.
(D) Attitudes are evaluative statements, either favorable or unfavorable, about objects, people, or events.

21. The state of inconsistency between two or more of an individual's attitudes, or between their attitudes and behavior, is known as:
(A) Job Satisfaction
(B) Affective Commitment
(C) Cognitive Dissonance
(D) Perceptual Selectivity

22. Which of the following statements about attitudes in the workplace are correct definitions?
I. Job satisfaction is a positive feeling about one's job resulting from an evaluation of its characteristics.
II. Organizational commitment is the degree to which an employee identifies with a particular organization and its goals.
III. Job involvement is the degree to which a person is cognitively preoccupied with, and actively participates in, their work.
IV. Employee engagement is an individual's involvement with, satisfaction with, and enthusiasm for the work they do.
(A) I and II only
(B) I, III, and IV only
(C) II and IV only
(D) I, II, III, and IV

23. Which of the following is the best description of the term 'Motivation'?
(A) An individual's inherent personality trait that dictates their internal work ethic.
(B) The level of satisfaction an employee feels towards their job and the organization.
(C) The process of learning new skills and behaviors through consistent reinforcement.
(D) The processes accounting for an individual's intensity, direction, and persistence of effort.

24. Who is the proponent of the 'Hierarchy of Needs' theory of motivation?
(A) Abraham Maslow
(B) Frederick Herzberg
(C) Douglas McGregor
(D) David McClelland

25. **Assertion (A) :** According to Herzberg's Two-Factor Theory, salary is a hygiene factor, not a motivator.
Reason (R) : The absence of hygiene factors can cause dissatisfaction, but their presence does not lead to long-term satisfaction or motivation.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.

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(C) A is true but R is false.
(D) A is false but R is true.

26. In McClelland's Theory of Needs, the desire to do something better or more efficiently than it has been done before corresponds to which need?
(A) Need for Achievement (nAch)
(B) Need for Power (nPow)
(C) Need for Affiliation (nAff)
(D) Need for Security

27. Which of the following statements is/are correct?
Statement I : Intrinsic motivation refers to performing an activity for its inherent satisfaction rather than for some separable consequence.
Statement II : Extrinsic motivation refers to behavior that is driven by external rewards such as money, fame, grades, and praise.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

28. A salesperson who believes that putting in more effort will lead to higher sales performance, which in turn will lead to a desired bonus, is demonstrating the principles of which motivation theory?
(A) Equity Theory
(B) Expectancy Theory
(C) Goal-Setting Theory
(D) Two-Factor Theory

29. Which of the following is NOT a component of Vroom's Expectancy Theory of motivation?
(A) Expectancy
(B) Instrumentality
(C) Equity
(D) Valence

30. Which of the following actions would be most appropriate for a manager trying to apply Goal-Setting Theory?
(A) Assigning vague and easy-to-achieve goals to avoid employee stress.
(B) Focusing only on hygiene factors to prevent dissatisfaction.
(C) Allowing employees to set their own goals without any managerial input or oversight.
(D) Setting specific, challenging goals and providing regular feedback on progress.

31. Interpersonal behaviour refers to:
(A) The interactions and relationships between two or more people.
(B) The thought processes occurring within a single individual.
(C) The formal structure and policies of an organization.
(D) The way an individual perceives their work environment.

32. The Johari Window model is a tool used to improve understanding of:
(A) Organisational Structure
(B) Interpersonal Communication and Relationships
(C) Financial Forecasting
(D) Production Efficiency

33. Which of the following statements regarding group dynamics are correct?
I. A group consists of two or more individuals, interacting and interdependent, who have come together to achieve particular objectives.
II. Formal groups are defined by the organization's structure, with designated work assignments.
III. Informal groups are alliances that are neither formally structured nor organizationally determined.
IV. All groups pass through a five-stage development process: forming, storming, norming, performing, and adjourning.
V. Group cohesiveness has no impact on group productivity.
(A) I, II, III, and V only
(B) I, II, III, and IV only
(C) II, IV, and V only
(D) I, III, and V only

34. A newly formed project team is experiencing a great deal of internal conflict. Members are resisting the constraints the group imposes on their individuality. According to the five-stage model of group development, the team is in which stage?
(A) Storming

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54. A junior programmer is highly respected and followed by his colleagues because of his exceptional coding skills and knowledge. This is an example of:
(A) Legitimate Power
(B) Expert Power
(C) Reward Power
(D) Coercive Power

55. Match the types of power in List I with their bases of power in List II and choose the correct code:
List I:
P. Legitimate Power
Q. Reward Power
R. Coercive Power
S. Referent Power.
List II:
1. Fear of negative results
2. Identification with a person
3. Formal position
4. Ability to distribute rewards.
(A) P-3, Q-4, R-1, S-2
(B) P-1, Q-2, R-3, S-4
(C) P-4, Q-3, R-2, S-1
(D) P-2, Q-1, R-4, S-3

56. The most appropriate definition of stress in an organizational context is:
(A) A condition where individuals face uncertain but important opportunities or demands.
(B) The feeling of excitement before undertaking a challenging professional task.
(C) A complete absence of workplace demands, deadlines, and environmental pressures.
(D) A personality trait characterized by constant worry and general social anxiety.

57. Which of the following is considered a potential source of organizational stress?
(A) Task Demands
(B) Role Demands
(C) All of the above
(D) Interpersonal Demands

58. Which of the following statements about stress are correct?
I. Eustress is a positive form of stress that can lead to increased motivation and performance.
II. Distress is a negative form of stress that can lead to harmful physical and psychological consequences.
III. Role ambiguity and role conflict are common sources of work-related stress.
IV. Stress only has negative consequences for individuals and organizations.
V. A complete lack of stress is the optimal state for maximum employee productivity.
(A) I, II, and III only
(B) I, IV, and V only
(C) II, III, and IV only
(D) I, II, and V only

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59. A manager implementing a wellness program that includes yoga and meditation workshops is using which approach to manage stress?
(A) Organizational approach
(B) A combination of both
(C) A punitive approach
(D) Individual approach

60. Which of the following is a behavioral symptom of stress?
(A) Increased blood pressure
(B) Changes in productivity and absenteeism
(C) Job dissatisfaction
(D) Anxiety and depression

61. Organisational Change refers to:
(A) The process of maintaining the status quo within an organization.
(B) The routine, day-to-day operations of a business.
(C) Any alteration of people, structure, or technology in an organization.
(D) The hiring and firing of employees.

62. The 'Calm Waters' metaphor of organizational change is best described by which model?
(A) Action Research Model
(B) The White-Water Rapids Metaphor
(C) The Chaos Theory Model
(D) Kurt Lewin's Three-Step Model

63. Which of the following identifies the correct sequence of Kurt Lewin's Three-Step Change Model?
(A) Unfreezing → Moving → Refreezing
(B) Moving → Unfreezing → Refreezing
(C) Refreezing → Moving → Unfreezing

44. Which of the following statements is/are correct?
Statement I : Transactional leaders guide their followers toward established goals by clarifying role and task requirements.
Statement II : Transformational leaders inspire followers to transcend their own self-interests for the good of the organization.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

45. The process by which a sender transmits a message through a channel to a receiver, who then provides feedback, is the basic model of:
(A) Leadership
(B) Motivation
(C) Communication
(D) Power

46. In the communication process, 'noise' refers to:
(A) The specific verbal or non-verbal feedback provided by the intended receiver.
(B) The physical or digital channel through which the message is transmitted.
(C) The original conceptual idea or thought formulated in the sender's mind.
(D) Any factor that distorts the message or interferes with information transfer.

47. Which of the following statements about communication channels are correct?
I. Formal channels are established by the organization and transmit messages related to the professional activities of members.
II. Informal channels, such as the grapevine, are spontaneous and emerge as a response to individual choices.
III. Channel richness refers to the amount of information that can be transmitted during a communication episode.
IV. Face-to-face conversation is a low-richness channel.
(A) I and II only
(B) I, II, and III only
(C) III and IV only
(D) I, II, and IV only

48. A manager sending a memo to all employees is an example of which direction of communication?
(A) Upward communication
(B) Downward communication
(C) Lateral communication
(D) Diagonal communication

49. Which of the following is a barrier to effective communication?
(A) Active listening
(B) Selective perception
(C) Simplified language
(D) Constraining emotions

50. Power is best defined as:
(A) The ability to influence others to act in ways they would not otherwise choose.
(B) The formal and legal right to command others, given by the organization.
(C) The technical process of sharing vital information between two or more people.
(D) A specific leadership style focused on direct control and constant supervision.

51. The capacity that A has to influence the behavior of B, so that B acts in accordance with A's wishes is called:
(A) Leadership
(B) Authority
(C) Power
(D) Communication

52. Which of the following is a type of 'Formal Power' derived from an individual's position in an organization?
(A) Expert Power
(B) Referent Power
(C) Charismatic Power
(D) Coercive Power

53. **Assertion (A) :** Authority is the legitimate right to give commands and make decisions.
Reason (R) : Authority is a narrower concept than power, as it represents the formal or institutionalized part of power.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

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(B) Forming
(C) Norming
(D) Performing

35. The phenomenon where individuals in a group feel less personal responsibility for a task and tend to exert less effort when working collectively than when working individually is known as:
(A) Groupthink
(B) Group Cohesiveness
(C) Social Loafing
(D) Role Conflict

36. Match the group properties in List I with their descriptions in List II and choose the correct code:
List I:
P. Roles
Q. Norms
R. Status
S. Cohesiveness.
List II:
1. Socially defined position or rank
2. Degree of attraction to the group
3. Expected behavior patterns of a position
4. Shared standards of behavior.
(A) P-1, Q-2, R-4, S-3
(B) P-3, Q-1, R-2, S-4
(C) P-3, Q-4, R-1, S-2
(D) P-4, Q-3, R-2, S-1

37. A situation in which the norms for conformity press the group toward agreement on a particular issue at the expense of critical thinking and realistic appraisal of alternatives is called:
(A) Social Facilitation
(B) Brainstorming
(C) Groupthink
(D) Nominal Group Technique

38. Which of the following is the most accurate definition of leadership?
(A) The formal authority to give commands and make decisions within an organization.
(B) The ability to influence a group toward the achievement of a vision or set of goals.
(C) The process of managing and coordinating resources to achieve organizational objectives.
(D) The personal quality of being popular and liked by subordinates.

39. The leadership theory that differentiates leaders from non-leaders by focusing on personal qualities and characteristics is known as:
(A) Behavioural Theory
(B) Contingency Theory
(C) Situational Theory
(D) Trait Theory

40. The Ohio State Studies on leadership identified two key dimensions of leader behavior, which are:
(A) Initiating Structure and Consideration
(B) Autocratic and Democratic
(C) Employee-Oriented and Production-Oriented
(D) Task-Motivated and Relationship-Motivated

41. Arrange the following motivation theories in chronological order of their development (earliest to latest):
I. Maslow's Hierarchy of Needs Theory
II. Vroom's Expectancy Theory
III. Herzberg's Two-Factor Theory
IV. Scientific Management (Taylor)
(A) I, IV, III, II
(B) IV, III, I, II
(C) IV, I, III, II
(D) I, II, III, IV

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42. Fiedler's Contingency Model of leadership proposes that effective group performance depends on:
(A) Matching the leader's style to the degree of situational control available to them.
(B) The leader's inherent and constant ability to adapt their personal style to any situation.
(C) The followers' psychological readiness and technical willingness to accomplish a specific task.
(D) The leader's personal charisma and their individual transformational abilities.

43. Which of the following is NOT a characteristic of a transformational leader?
(A) Idealized Influence (Charisma)
(B) Inspirational Motivation
(C) Intellectual Stimulation
(D) Management by Exception

(D) Unfreezing → Refreezing → Moving

64. An employee who is afraid of losing their job or status due to a proposed organizational restructuring is experiencing which type of resistance to change?
(A) Individual resistance due to habit
(B) Individual resistance due to economic factors
(C) Organizational resistance due to structural inertia
(D) Organizational resistance due to a limited focus of change

65. Organisational Development (OD) is best described as:
(A) A top-down, authoritarian approach used to force change upon resistant employees.
(B) Planned-change interventions improving organizational effectiveness and well-being.
(C) A short-term, crisis-driven intervention designed to solve an immediate problem.
(D) The physical process of expanding the organization's regional office facilities.

66. Which of the following statements is/are correct?
Statement I : Learning is a change in behavior which is a result of un-reinforced practice.
Statement II : The change in behavior must be relatively permanent to be considered learning.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

67. An individual's capacity to perform the various tasks in a job is referred to as their:
(A) Attitude
(B) Personality
(C) Ability
(D) Motivation

68. Which of the following are the core foci of OB?
I. Individual Behaviour
II. Group Behaviour
III. Organisational Structure and Processes
IV. External Market Conditions
(A) I and II only
(B) I, II, and III only
(C) III and IV only
(D) I, II, III, and IV

69. In the context of perception, judging someone on the basis of one's perception of the group to which that person belongs is known as:
(A) Halo Effect
(B) Contrast Effect
(C) Stereotyping
(D) Projection

70. The three components of an attitude are:
(A) Perceptual, Learning, and Motivational
(B) Cognitive, Affective, and Behavioral
(C) Individual, Group, and Organizational
(D) Positive, Negative, and Neutral

71. **Assertion (A) :** Group cohesiveness is always positively correlated with group productivity.
Reason (R) : High cohesiveness combined with low performance norms will lead to low productivity.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

72. A manager who allows employees to participate in decision-making, consults with them, and uses their suggestions is demonstrating which leadership style from the Path-Goal Theory?
(A) Participative
(B) Directive
(C) Supportive
(D) Achievement-oriented

73. The unofficial communication channel within an organization, often referred to as the 'grapevine', is an example of:
(A) Formal communication
(B) Downward communication
(C) Informal communication
(D) Upward communication

74. Match the OD interventions in List I with their descriptions in List II and choose the correct code:
List I:
P. Survey Feedback
Q. Process Consultation

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96. Power that is based on identification with a person who has desirable resources or personal traits is known as:
(A) Expert Power
(B) Referent Power
(C) Legitimate Power
(D) Coercive Power

97. An individual's belief that they are capable of performing a task is called:
(A) Self-esteem
(B) Self-efficacy
(C) Locus of control
(D) Self-monitoring

98. Which of the following is a potential dysfunctional outcome of high group cohesiveness?
(A) Groupthink
(B) Increased productivity
(C) Higher member satisfaction
(D) Better communication

99. A manager is dealing with a team of highly competent and motivated professionals who need minimal guidance. According to the Situational Leadership Theory, which style is most appropriate?
(A) Telling (High Task, Low Relationship)
(B) Selling (High Task, High Relationship)
(C) Delegating (Low Task, Low Relationship)
(D) Participating (Low Task, High Relationship)

100. The physiological or psychological response of the body when a demand is placed on it is known as:
(A) Attitude
(B) Motivation
(C) Perception
(D) Stress

101. Which type of leader provides vision and a sense of mission, communicates high expectations, promotes intelligence and careful problem-solving, and gives personal attention and coaches individuals?
(A) Transactional Leader
(B) Laissez-faire Leader
(C) Transformational Leader
(D) Autocratic Leader

102. What is the key difference between power and authority?
(A) Authority is a broader concept than power.
(B) Power is informal, while authority is formal.
(C) Power requires legitimacy, while authority does not.
(D) There is no difference; the terms are interchangeable.

103. **Assertion (A) :** People with an internal locus of control tend to perform better on their jobs.
Reason (R) : They generally believe that they control their own destiny and that their actions and efforts directly impact what happens to them.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

104. When a manager stops criticizing an employee whose performance has improved, it is an example of:
(A) Negative Reinforcement
(B) Positive Reinforcement
(C) Punishment
(D) Extinction

105. Match the communication barriers in List I with their examples in List II and choose the correct code:
List I:
P. Filtering
Q. Selective Perception
R. Information Overload
S. Language.
List II:
1. Manager tells boss what they want to hear
2. Words mean different things
3. Seeing what one wants based on interests
4. Inability to process all received info.
(A) P-2, Q-4, R-1, S-3
(B) P-3, Q-1, R-2, S-4
(C) P-1, Q-3, R-4, S-2
(D) P-4, Q-2, R-3, S-1

106. The stage of group development characterized by the establishment of close relationships and cohesiveness is:

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executed in discrete steps.
(C) Resistance to change is the biggest obstacle to organizational success.
(D) Change is constant, chaotic, and unpredictable.

85. A leader who focuses on clarifying roles, monitoring operations, and taking corrective actions is best described as a:
(A) Transformational leader
(B) Charismatic leader
(C) Transactional leader
(D) Servant leader

86. The degree to which an employee identifies with their job, actively participates in it, and considers their performance important to their self-worth is:
(A) Job Satisfaction
(B) Job Involvement
(C) Organisational Commitment
(D) Employee Engagement

87. Which of the following would be the most appropriate strategy to overcome resistance to change?
(A) Ignoring employee concerns and forcing implementation
(B) Providing minimal information to avoid confusion
(C) Increasing the pace of change to get it over with quickly
(D) Education, communication, and participation

88. The concept that behavior is a function of its consequences is central to:
(A) Operant Conditioning
(B) Classical Conditioning
(C) Social Learning Theory
(D) Cognitive Dissonance Theory

89. A manager who is described as friendly and approachable, and who shows concern for the needs of subordinates, is high on which dimension of Path-Goal theory?
(A) Directive
(B) Participative
(C) Supportive
(D) Achievement-oriented

90. In the Johari Window, the quadrant that represents information known to self but not known to others is called the:
(A) Hidden/Façade
(B) Open/Arena
(C) Blind Spot
(D) Unknown

91. Arrange the following group development stages in their correct chronological sequence:
I. Norming
II. Storming
III. Performing
IV. Forming
V. Adjourning
(A) IV, II, I, III, V
(B) I, II, III, IV, V
(C) IV, I, II, III, V
(D) II, IV, I, V, III

92. The "sender" in the communication process is the person who:
(A) Receives and interprets the message.
(B) Initiates a message by encoding a thought.
(C) Provides a response to the message.
(D) Represents the medium for the message.

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93. Which of the following is NOT a technique for Organisational Development (OD)?
(A) Survey Feedback
(B) Process Consultation
(C) Command and Control
(D) Team Building

94. Which of the following statements is/are correct?
Statement I : The 'Big Five' model is a theory of motivation.
Statement II : The 'Big Five' model is a framework for understanding personality traits.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

95. In the context of learning, rewarding a behavior every time it occurs is known as:
(A) Continuous reinforcement
(B) Intermittent reinforcement
(C) Negative reinforcement
(D) Extinction

R. Team Building
S. Intergroup Development.

List II:
1. Consultant helps client act upon process events
2. High-interaction team activities
3. Questionnaires identifying perception discrepancies
4. Changing attitudes groups have of each other.

(A) P-3, Q-1, R-2, S-4
(B) P-3, Q-1, R-2, S-4
(C) P-4, Q-3, R-1, S-2
(D) P-2, Q-4, R-3, S-1

75. Which personality trait from the Big Five model has been found to be the most consistent predictor of job performance across a wide variety of jobs?
(A) Extraversion
(B) Agreeableness
(C) Openness to Experience
(D) Conscientiousness

76. According to Equity Theory, if an employee perceives an inequity, they are likely to do all of the following EXCEPT:
(A) Change their inputs (e.g., exert less effort).
(B) Ignore the inequity and work harder.
(C) Change their outcomes (e.g., ask for a raise).
(D) Choose a different referent person.

77. An individual who can adjust their behavior to external, situational factors is high in the personality trait of:
(A) Self-Esteem
(B) Risk-Taking
(C) Self-Monitoring
(D) Type A Personality

78. The "affective" component of an attitude is its:
(A) belief segment
(B) action segment
(C) knowledge segment
(D) feeling segment

79. Which of the following statements about power and authority are correct?
I. Power is the ability to influence others, which may or may not be legitimate.
II. Authority is legitimate power, derived from one's formal position.
III. All power is derived from one's position in the organization.
IV. Referent power is a form of personal power.
V. Coercive power is based on the ability to distribute rewards.
(A) I, II, and IV only
(B) II, III, and V only
(C) I, III, and IV only
(D) I, II, and V only

80. A temporary group of individuals from different departments brought together to accomplish a specific task is known as a:
(A) Command group
(B) Task group
(C) Friendship group
(D) Interest group

81. Which of the following represents the correct order of needs in Maslow's hierarchy, from lowest to highest?
(A) Safety → Social → Physiological → Esteem → Self-Actualization
(B) Physiological → Safety → Social → Esteem → Self-Actualization
(C) Physiological → Social → Safety → Self-Actualization → Esteem
(D) Self-Actualization → Esteem → Social → Safety → Physiological

82. In communication, the conversion of a sender's ideas into a symbolic form is called:
(A) Encoding
(B) Decoding
(C) Feedback
(D) The Channel

83. Which of the following is a symptom of 'Groupthink'?
(A) A full exploration of all available alternatives
(B) Open expression of dissenting opinions
(C) Illusions of invulnerability and group morality
(D) A thorough critical analysis of assumptions

84. The 'White-Water Rapids' metaphor of change suggests that:
(A) Change is an occasional disruption in an otherwise stable environment.
(B) Change should be carefully planned and

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(A) Norming
(B) Forming
(C) Storming
(D) Performing

107. Which of the following is a key value of Organisational Development (OD)?
(A) Adherence to strict, unchanging rules
(B) Emphasis on power and authority
(C) Focus on short-term profits
(D) Respect for people and humanistic values

108. Which of the following the concept of "interpersonal behaviour" primarily focuses on:
(A) An individual's private thoughts and feelings.
(B) The way individuals interact with each other in social settings.
(C) The formal hierarchical structure of an organization.
(D) An individual's problem-solving and decision-making skills.

109. Which of the following are considered individual-level independent variables in the OB model?
I. Personality
II. Group Norms
III. Perception
IV. Organisational Culture
V. Motivation
(A) I, II, and IV only
(B) I, III, and V only
(C) II, III, and IV only
(D) All of the above

110. A manager who believes that intelligence, conscientiousness, and integrity are essential qualities for a good leader is subscribing to which theory of leadership?
(A) Behavioural Theory
(B) Path-Goal Theory
(C) Contingency Theory
(D) Trait Theory

111. Which of the following is an example of an informal group?
(A) A group of employees from different departments who regularly eat lunch together.
(B) A project team created by management to launch a new product.
(C) The accounting department of a company.
(D) A quality control task force.

112. The degree to which a person identifies with a particular organization and its goals and wishes to maintain membership in the organization is known as:
(A) Job Satisfaction
(B) Organisational Commitment
(C) Job Involvement
(D) Perceived Organisational Support

113. "Refreezing," the final step in Lewin's change model, involves:
(A) Initiating the change process by creating a sense of urgency.
(B) Stabilizing the change by balancing driving and restraining forces.
(C) Implementing the desired change by moving from the old way to the new way.
(D) Identifying the forces that are pushing for and against the change.

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114. The best definition of an attitude is:
(A) An evaluative statement about an object, person, or event.
(B) A relatively permanent change in behavior due to experience.
(C) An individual's capacity to perform various tasks.
(D) The process of interpreting sensory information.

115. Which of the following statements is/are correct?
Statement I : Alderfer's ERG theory is a modification of Maslow's hierarchy of needs.
Statement II : ERG theory condenses Maslow's five need categories into three: Existence, Relatedness, and Growth.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

116. Which of the following is NOT a source of personal power?
(A) Expert power
(B) Referent power
(C) Charismatic power

(D) Legitimate power

117. An HR manager is trying to measure the "evaluative" or "belief" part of employees' attitudes towards a new policy. The manager is focusing on the:
(A) Affective component
(B) Behavioral component
(C) Cognitive component
(D) Intentional component

118. The process of making a choice from two or more alternatives is a central part of:
(A) Perception
(B) Decision-making
(C) Motivation
(D) Learning

119. A 'work group' is different from a 'work team' in that a work group primarily:
(A) Generates positive synergy through coordinated effort.
(B) Has a high degree of interdependence among members.
(C) Is always self-managed and autonomous.
(D) Shares information and makes decisions within an area of responsibility.

120. In the context of stress, 'role conflict' occurs when:
(A) An individual is confronted by divergent role expectations.
(B) An individual is unclear about their job responsibilities.
(C) An individual is asked to do too much in the allotted time.
(D) An individual's job lacks variety and significance.

121. Which of the following tactics for overcoming resistance to change are generally considered effective and ethical methods?
I. Education and Communication
II. Participation
III. Coercion
IV. Manipulation and Co-optation
(A) I and II only
(B) I, II, and IV only
(C) III and IV only
(D) I, II, III and IV

122. According to Douglas McGregor, a Theory Y manager assumes that employees:
(A) View work as being as natural as rest or play.
(B) Need to be closely supervised and controlled.
(C) Will avoid responsibility whenever possible.
(D) Are motivated primarily by money and security.

123. The 'grapevine' in an organization serves all of the following functions EXCEPT:
(A) Fulfilling the social needs of employees to interact.
(B) Relieving anxiety by providing information, even if it's a rumor.
(C) Helping to interpret and make sense of management decisions.
(D) Acting as a formal channel for policy announcements.

124. What is the final stage in the five-stage model of group development for temporary groups?
(A) Performing
(B) Adjourning
(C) Norming
(D) Storming

125. Which of the following statements about motivation is INCORRECT?
(A) Motivation is a key determinant of employee performance.
(B) Motivation involves intensity, direction, and persistence.
(C) All individuals are motivated by the same factors.
(D) Both intrinsic and extrinsic factors can influence motivation.

126. The personality dimension of 'agreeableness' in the Big Five model refers to:
(A) An individual's propensity to be organized and dependable.
(B) An individual's comfort level with relationships.
(C) An individual's range of interests and fascination with novelty.
(D) An individual's propensity to defer to others.

127. Arrange the following leadership theories/ models in the chronological order of their emergence:

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I. Trait Theories
II. Fiedler's Contingency Model
III. Transformational Leadership
IV. Ohio State Studies (Behavioural Theories)
(A) I, IV, II, III
(B) IV, I, II, III
(C) I, II, IV, III
(D) II, IV, I, III

128. A popular celebrity endorsing a product is an example of a company leveraging which type of power?
(A) Coercive power
(B) Referent power
(C) Expert power
(D) Legitimate power

129. The process of 'learning' is central to organisational behaviour because it explains:
(A) The genetic predispositions of an individual's personality.
(B) How employees' attitudes are formed and can be changed.
(C) The formal structure of the organization.
(D) The financial performance of the company.

130. An employee who feels a moral or ethical obligation to remain with an organization is demonstrating:
(A) Normative Commitment
(B) Affective Commitment
(C) Continuance Commitment
(D) Job Involvement

131. Match the terms in List I with their definitions in List II and choose the correct code:
List I:
P. Perception
Q. Attitude
R. Personality
S. Learning.
List II:
1. Permanent change in behaviour from experience
2. Ways an individual reacts and interacts
3. Organizing and interpreting sensory impressions
4. Evaluative statements.
(A) P-3, Q-4, R-2, S-1
(B) P-1, Q-2, R-3, S-4
(C) P-4, Q-3, R-1, S-2
(D) P-2, Q-1, R-4, S-3

132. The 'unfreezing' step of Kurt Lewin's change model can be achieved by:
(A) Reinforcing new behaviors and norms.
(B) Implementing the change without prior warning.
(C) Maintaining the status quo.
(D) Increasing driving forces and decreasing restraining forces.

133. The theory that states that individuals compare their job inputs and outcomes with those of others and then respond to eliminate any inequities is:
(A) Goal-Setting Theory
(B) Expectancy Theory
(C) Equity Theory
(D) ERG Theory

134. Which of the following statements about Group Dynamics are correct?
I. Group cohesiveness refers to the attraction among group members.
II. Social loafing is the tendency for individuals to expend less effort when working collectively.
III. Groupthink leads to better decision-making by encouraging dissent.
IV. Norms are acceptable standards of behavior shared by group members.
V. A group must complete the 'storming' stage before it can move to the 'performing' stage.
(A) I, II, IV, and V only
(B) I, II, and III only
(C) II, III, IV, and V only
(D) I, III, and IV only

135. The concept of 'locus of control' is concerned with:
(A) An individual's degree of like or dislike for themselves.
(B) An individual's ability to adjust behavior to situational factors.
(C) An individual's willingness to take chances.
(D) An individual's belief about whether events are controlled by themselves or by outside forces.

136. Which of the following statements is/are correct?

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(B) P-4, Q-3, R-2, S-1
(C) P-3, Q-1, R-4, S-2
(D) P-2, Q-4, R-1, S-3

158. Which of the following is a potential cause of stress originating from outside the organization (extra-organizational)?
(A) Role ambiguity
(B) Task overload
(C) Poor working conditions
(D) Family and personal financial problems

159. The study of people in relation to their social environment or culture is a contribution to OB from which discipline?
(A) Sociology
(B) Psychology
(C) Anthropology
(D) Social Psychology

160. **Assertion (A) :** Communication serves multiple functions in a group or organization.
Reason (R) : It acts to control member behavior, foster motivation, provide for emotional expression, and facilitate decision-making.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

161. A temporary group composed of employees who meet to discuss workplace issues and make suggestions for improvement is best described as a:
(A) Self-managed work team
(B) Problem-solving team
(C) Cross-functional team
(D) Virtual team

162. The tendency for our general views on a single trait of a person to influence our judgment of that person's other unrelated traits is known as:
(A) Halo Effect
(B) Stereotyping
(C) Contrast Effect
(D) Projection

163. Which of the following concepts is primarily concerned with an individual's emotional attachment to, and identification with, an organization?
(A) Job satisfaction
(B) Job involvement
(C) Affective commitment
(D) Continuance commitment

164. Which of the following statements are true for OB?
I. It is an applied behavioural science.
II. It operates at individual, group, and organizational levels.
III. It is based on a contingency approach.
IV. It is a pure science with universally applicable principles.
(A) I and II only
(B) I, II, and III only
(C) III and IV only
(D) I, II, and IV only

165. The degree to which a job requires completion of a whole and identifiable piece of work is its:
(A) Skill variety
(B) Task significance
(C) Task identity
(D) Autonomy

166. A salesperson receiving a commission for every car sold is an example of which schedule of reinforcement?
(A) Fixed-interval
(B) Fixed-ratio
(C) Variable-interval
(D) Variable-ratio

167. Which of the following is a characteristic of an 'informal group'?
(A) It is designated on the organization chart.
(B) Its officially appointed leaders.
(C) Its goals are aligned with organizational objectives.
(D) It is formed to meet social needs.

168. The primary purpose of Organisational Development (OD) is to:
(A) Improve organizational effectiveness and employee well-being through planned change.
(B) Maximize short-term corporate profits through the reduction of overhead and labor costs.

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147. 'Action Research' as a model for managing organisational change involves:
(A) A one-time intervention to fix a problem.
(B) A top-down command to implement change immediately.
(C) A cyclical process of diagnosis, analysis, feedback, action, and evaluation.
(D) A theoretical study with no practical application.

148. The degree to which an individual is emotionally stable, calm, and secure is captured by which dimension of the Big Five personality model?
(A) Conscientiousness
(B) Agreeableness
(C) Openness to Experience
(D) Emotional Stability

149. The 'channel' in the communication process refers to:
(A) The person who originates the message.
(B) The person who receives the message.
(C) The medium through which the message travels.
(D) The interference that distorts the message.

150. Which of the following statements is/are correct?
Statement I : Stress is always a negative and destructive force in the workplace.
Statement II : Eustress, or positive stress, can enhance performance on challenging tasks.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

151. According to McClelland's theory, individuals with a high need for affiliation (nAff) tend to:
(A) Seek out challenging tasks and personal responsibility.
(B) Desire to influence and control others.
(C) Take calculated risks to achieve goals.
(D) Strive for friendship and prefer cooperative situations.

152. In learning theory, the process of observing others' behavior, remembering it, and then enacting it is called:
(A) Social Learning
(B) Classical Conditioning
(C) Operant Conditioning
(D) Cognitive Evaluation

153. A leader who practices management by exception (active) is one who:
(A) Inspires followers with a compelling vision.
(B) Avoids making decisions and abdicates responsibilities.
(C) Watches and searches for deviations from rules and standards, then takes corrective action.
(D) Gives personal attention and treats each employee individually.

154. Which of the following is a key characteristic of 'authority'?
(A) It is the legitimate right to command.
(B) It is based on personal charisma.
(C) It is vested in a person, not a position.
(D) It is always coercive in nature.

155. Which of the following is NOT a stage in Kurt Lewin's Three-Step Model of Change?
(A) Unfreezing
(B) Moving
(C) Refreezing
(D) Storming

156. The belief that "violence is wrong" is an example of which component of an attitude?
(A) Affective component
(B) Cognitive component
(C) Behavioral component
(D) Perceptual component

157. Match the leadership theories in List I with their core concepts in List II and choose the correct code:
List I:
P. Path-Goal Theory
Q. Fiedler's Contingency Model
R. Situational Leadership Theory
S. Trait Theory.
List II:
1. Performance depends on match between style and control
2. Focused on born leaders and personal qualities
3. Leader assists followers in goals
4. Leadership depends on readiness.
(A) P-1, Q-2, R-3, S-4

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(B) Collective performance
(C) Complementary skills
(D) Individual accountability only

200. "The degree to which an individual believes that performing at a particular level will lead to the attainment of a desired outcome" is the definition of which concept in Expectancy Theory?
(A) Instrumentality
(B) Expectancy
(C) Valence
(D) Equity

201. The ability to understand and manage emotions to relieve stress, communicate well, and defuse conflict is:
(A) Intelligence Quotient (IQ)
(B) Personality
(C) Emotional Intelligence (EQ)
(D) Locus of Control

202. Which of the following is a potential individual consequence of high-level, prolonged stress?
(A) Physiological issues like high blood pressure and heart disease
(B) Improved productivity
(C) Increased creativity
(D) Enhanced team cohesion

203. Match the perceptual errors in List I with their descriptions in List II and choose the correct code:
List I:
P. Stereotyping
Q. Halo Effect
R. Contrast Effect
S. Projection.
List II:
1. Attributing one's own traits to others
2. Evaluating via comparison with others
3. Judging via group perception
4. General impression via single trait.
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-4, R-2, S-1
(C) P-4, Q-3, R-1, S-2
(D) P-2, Q-1, R-4, S-3

204. Organisational change is often resisted due to 'structural inertia', which means:
(A) Individuals have a habit of doing things in a certain way.
(B) The organization has built-in mechanisms to produce stability.
(C) Employees fear losing their job or income.
(D) The change is perceived as a threat to existing power relationships.

205. **Assertion (A) :** In Path-Goal Theory, the leader's behavior is contingent upon the situational factors of the environment and subordinates.
Reason (R) : The theory posits that a leader should choose a style (directive, supportive, participative, or achievement-oriented) that best fits the employee and work environment in order to guide them on a path to their goals.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

206. A person's 'attitude' is composed of all the following components EXCEPT:
(A) Cognitive
(B) Affective
(C) Behavioral
(D) Perceptual

207. Which of the following is considered a core element of 'interpersonal behaviour'?
(A) Communication skills
(B) Individual problem-solving
(C) Personal goal setting
(D) Technical expertise

208. Which of the following statements about motivation theories are correct?
I. Maslow's theory proposes a hierarchy of five needs.
II. Herzberg's theory distinguishes between hygiene factors and motivators.
III. McClelland's theory focuses on the needs for achievement, power, and affiliation.
IV. Vroom's theory is based on expectancy, instrumentality, and valence.
V. Equity theory suggests that motivation is not influenced by social comparisons.
(A) I, II, III, and IV only
(B) I, III, and V only
(C) II, IV, and V only

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(C) Enforce stricter departmental rules and centralized organizational regulations.
(D) Downsize the current workforce to cut immediate administrative expenses.

169. Which of the following statements is/are correct?
Statement I : Power is the potential or ability to influence, while leadership is the exercise of that influence.
Statement II : A person can have power without being a leader.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

170. 'Team Building' is an OD technique that aims to:
(A) Increase trust and openness among team members.
(B) Analyze the flow of work processes.
(C) Change the attitudes that groups have of each other.
(D) Use questionnaires to identify and solve problems.

171. Which of the following is NOT one of the five core job dimensions in the Job Characteristics Model (JCM)?
(A) Skill variety
(B) Task identity
(C) Autonomy
(D) Job security

172. The final link in the communication process that provides a check on how successfully messages have been transferred is:
(A) Encoding
(B) Feedback
(C) The channel
(D) Decoding

173. An employee who is unhappy with their job but stays with the company because they cannot afford to quit is demonstrating:
(A) Affective Commitment
(B) Normative Commitment
(C) Continuance Commitment
(D) Job Involvement

174. Which of the following statements correctly pairs the concept with its definition?
(A) Personality: An evaluative statement about an object, person or event.
(B) Perception: A relatively permanent change in behaviour due to experience.
(C) Learning: The process of organizing and interpreting sensory impressions.
(D) Attitude: A predisposition to respond in a consistently favorable or unfavorable manner.

175. Which of the following are classified as individual sources of resistance to organizational change?
I. Habit
II. Security
III. Economic factors
IV. Fear of the unknown
V. Structural inertia
(A) I, II, III, and IV only
(B) V only
(C) I and V only
(D) III, IV, and V only

176. Which leadership theory suggests that a leader's main job is to provide followers with the information, support, or other resources necessary for them to achieve their goals?
(A) Trait Theory
(B) Path-Goal Theory
(C) Fiedler's Model
(D) Leader-Member Exchange Theory

177. The 'storming' stage of group development is characterized by:
(A) High task performance and synergy.
(B) Intragroup conflict and resistance.
(C) Uncertainty about the group's purpose, structure, and leadership.
(D) Development of close relationships and cohesiveness.

178. Arrange the key theories/approaches to Organisational Behaviour in the order of their historical development:
I. Human Relations Movement (Hawthorne Studies)
II. Scientific Management (Taylorism)
III. Contingency Approach
IV. Systems Approach
(A) II, I, IV, III

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(B) I, II, III, IV
(C) II, IV, I, III
(D) I, III, II, IV

179. A manager threatening an employee with a pay cut for poor performance is using which type of power?
(A) Reward Power
(B) Referent Power
(C) Coercive Power
(D) Expert Power

180. The most effective way to deal with destructive rumors spread through the grapevine is to:
(A) Ignore the rumor and hope it goes away.
(B) Publicly punish the person who started the rumor.
(C) Start a counter-rumor.
(D) Communicate the truth openly and quickly through formal channels.

181. **Assertion (A) :** Cognitive dissonance is an unpleasant state that a person is motivated to reduce.
Reason (R) : People seek consistency among their attitudes and between their attitudes and their behavior.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

182. 'Process Consultation' as an OD intervention involves:
(A) A consultant providing a direct solution to the organization's problem.
(B) A consultant helping a client to perceive, understand, and act upon process events.
(C) Using questionnaires to gather data from employees.
(D) High-interaction activities to improve team effectiveness.

183. Which of the following is an INCORRECT statement regarding personality?
(A) It is influenced by both heredity and environment.
(B) It is a key factor in predicting individual behavior.
(C) It is generally stable over time.
(D) It refers to a person's mood at a specific point in time.

184. The 'performing' stage in group development is reached when:
(A) The group structure is fully functional and accepted.
(B) The group has just been formed.
(C) There is significant internal conflict.
(D) The group is wrapping up its activities.

185. A marketing manager from the Mumbai office communicating with a finance manager in the Delhi office is an example of:
(A) Vertical communication
(B) Upward communication
(C) Diagonal communication
(D) Downward communication

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186. The concept of 'motivation' addresses all of the following components of effort EXCEPT:
(A) Ability
(B) Intensity
(C) Direction
(D) Persistence

187. Which of the following best describes the 'scope' of Organisational Behaviour?
(A) It is limited to the study of individual psychology.
(B) It is limited to improving production efficiency.
(C) It is focused exclusively on leadership and motivation.
(D) It encompasses the study of individuals, groups, and the organization as a whole system.

188. Match the concepts in List I with their proponents in List II and choose the correct code:
List I:
P. Hierarchy of Needs
Q. Two-Factor Theory
R. Theory X and Theory Y
S. ERG Theory.
List II:
1. Douglas McGregor
2. Frederick Herzberg
3. Clayton Alderfer

4. Abraham Maslow.
(A) P-4, Q-2, R-1, S-3
(B) P-1, Q-3, R-2, S-4
(C) P-4, Q-1, R-2, S-3
(D) P-3, Q-2, R-4, S-1

189. A state of emotional, physical, and mental exhaustion caused by excessive and prolonged stress is known as:
(A) Eustress
(B) Anxiety
(C) Burnout
(D) Role Conflict

190. Which of the following statements is/are correct?
Statement I : Authority is the right to influence others.
Statement II : Power is the legitimate right to command.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

191. In Vroom's Expectancy Theory, 'Valence' refers to:
(A) The attractiveness or importance of the potential outcome or reward.
(B) The belief that effort will lead to performance.
(C) The belief that performance will lead to a reward.
(D) The perceived fairness of the reward.

192. Which of the following is a symptom of stress at the organizational level?
(A) Increased job satisfaction
(B) High turnover and increased industrial relations problems
(C) Increased productivity and reduced absenteeism
(D) Improved decision-making and creativity

193. The personality trait that describes someone as imaginative, artistically sensitive, and intellectual is:
(A) Conscientiousness
(B) Openness to Experience
(C) Agreeableness
(D) Extraversion

194. Which of the following is a technique used to overcome resistance to organizational change?
(A) All of the above
(B) Co-optation and Manipulation
(C) Participation and Involvement
(D) Education and Communication

195. Which of the following statements about leadership styles are correct?
I. An autocratic leader centralizes authority and dictates work methods.
II. A democratic leader involves employees in decision making.
III. A laissez-faire leader gives the group complete freedom to make decisions.
IV. The most effective leadership style is always democratic.
(A) I and II only
(B) I, II, and III only
(C) III and IV only
(D) I, II, III, and IV

196. The study of group behaviour, power, and conflict in organizations is a major contribution to OB from the field of:
(A) Psychology
(B) Anthropology
(C) Social Psychology
(D) Political Science

197. The concept of person learn through observation and direct experience is central to:
(A) Classical Conditioning Theory
(B) Operant Conditioning Theory
(C) Social Learning Theory
(D) Reinforcement Theory

198. The 'nature of human behavior' is best understood as:
(A) A simple, predictable, and uniform phenomenon.
(B) A complex interplay of individual and situational factors.
(C) Solely a product of rational and logical thought processes.
(D) Entirely determined by organizational rules and policies.

199. Which of the following is NOT a characteristic of a 'work team'?
(A) Positive synergy

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Statement I : Leadership and management are two terms for the same process.
Statement II : Management is about coping with complexity, while leadership is about coping with change.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

137. Which of the following is an example of an individual-level approach to managing stress?
(A) Redesigning jobs to give employees more responsibility.
(B) Improving organizational communication.
(C) Practicing time-management techniques.
(D) Establishing corporate wellness programs.

138. Which of the following is NOT a base of formal power?
(A) Expert Power
(B) Coercive Power
(C) Reward Power
(D) Legitimate Power

139. Assertion (A) : The study of Organisational Behaviour is multi-disciplinary in nature.
Reason (R) : OB draws heavily from disciplines like psychology, sociology, and anthropology to understand behaviour in organisations.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

140. In Herzberg's Two-Factor Theory, which of the following is considered a 'motivator' rather than a 'hygiene factor'?
(A) Company policy
(B) Recognition
(C) Supervision
(D) Salary

141. A company-wide email from the CEO announcing a new strategic direction is an example of:
(A) Informal, lateral communication
(B) Formal, upward communication
(C) Formal, downward communication
(D) Informal, downward communication

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142. The perceptual error of underestimating the influence of external factors and overestimating the influence of internal factors when making judgments about the behavior of others is called:
(A) Self-Serving Bias
(B) Halo Effect
(C) Stereotyping
(D) Fundamental Attribution Error

143. Which of the following best describes 'interpersonal behaviour'?
(A) The sum of all interactions and communications between people.
(B) A person's inner dialogue and self-reflection.
(C) The way a person interacts with their computer.
(D) The formal rules governing employee conduct.

144. In the context of group dynamics, 'norms' perform which of the following functions?
(A) They solely dictate the formal hierarchy of the group.
(B) They facilitate group survival and express central values.
(C) They eliminate all conflict within the group.
(D) They are determined exclusively by the group leader.

145. Which of the following are studied at the group and organizational level?
I. Motivation
II. Leadership
III. Power and Politics
IV. Organisational Change
(A) I and II only
(B) II, III, and IV only
(C) I, II, III and IV
(D) I only

146. A manager who is primarily concerned with accomplishing tasks and is less concerned with the well-being of subordinates is described as being:
(A) Production-oriented
(B) Employee-oriented
(C) Relationship-oriented
(D) Consideration-focused

(D) I, II, III, and V only

209. The 'behavioral' component of an attitude refers to:
(A) The opinion or belief segment.
(B) The intention to behave in a certain way.
(C) The emotional or feeling segment.
(D) The physiological response to a stimulus.

210. The concept that leadership effectiveness is determined by the leader's style and the amount of control afforded by the situation is central to:
(A) Fiedler's Contingency Model
(B) Path-Goal Theory
(C) Trait Theory
(D) Charismatic Leadership Theory

211. What is the primary difference between a 'group' and a 'team'?
(A) A group is always larger than a team.
(B) Teams are always formal, whereas groups are always informal.
(C) A team has a common purpose and mutual accountability, which a group may not have.
(D) There is no significant difference.

212. "A dynamic condition in which an individual is confronted with an opportunity, constraint, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important" is a definition of:
(A) Power
(B) Motivation
(C) Attitude
(D) Stress

213. Which of the following statements is/are correct?
Statement I : Power can exist without authority.
Statement II : Authority can exist without power.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

214. The learning process that occurs when we observe and imitate others is known as:
(A) Operant conditioning
(B) Modeling or Social Learning
(C) Classical conditioning
(D) Cognitive evaluation

215. A manager who is perceived as having the right to give orders because of her position in the company hierarchy has which type of power?
(A) Referent Power
(B) Expert Power
(C) Coercive Power
(D) Legitimate Power

216. Which of the following are key dependent variables in the study of Organisational Behaviour?
(A) Productivity, Absenteeism, Turnover, and Job Satisfaction.
(B) Personality, Perception, and Learning.
(C) Leadership, Power, and Communication.
(D) Organisational Structure and Culture.

217. Arrange the following steps of the 'Action Research' model for change in the correct sequence:
I. Analysis
II. Diagnosis
III. Action
IV. Feedback
V. Evaluation
(A) II, I, IV, III, V
(B) I, II, III, IV, V
(C) II, IV, I, V, III
(D) V, IV, III, II, I

218. The 'nature of human behaviour' being 'caused' implies that:
(A) Behaviour has certain causes that can be identified and studied.
(B) Behaviour is random and unpredictable.
(C) Behaviour is solely determined by genetics.
(D) Behaviour cannot be influenced by management actions.

219. Which of the following is an example of 'upward communication'?
(A) A manager gives a performance review to a subordinate.
(B) A marketing manager communicates with a production manager.
(C) The CEO sends a memo to all employees.
(D) An employee submits a progress report to their supervisor.

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(B) Normative
(C) Continuance
(D) Intentional

241. Which of the following statements about Organisational Behaviour are correct?
I. It is a systematic study of behaviour in organisations.
II. It is primarily intuitive and based on common sense.
III. It takes a contingency perspective, suggesting that there are few absolutes.
IV. It focuses only on what happens within the formal structure of an organisation.
(A) I and III only
(B) II and IV only
(C) I, II, and III only
(D) I, III, and IV only

242. The process of withdrawing or withholding a pleasant consequence to decrease the likelihood of a behavior being repeated is known as:
(A) Extinction
(B) Punishment
(C) Negative Reinforcement
(D) Positive Reinforcement

243. A leader who avoids making decisions, delegates responsibility, and is largely absent when needed is exhibiting which leadership style?
(A) Autocratic
(B) Democratic
(C) Laissez-Faire
(D) Transformational

244. A person who believes that what happens to them is a result of luck or chance has:
(A) An internal locus of control
(B) A high level of self-monitoring
(C) A Type A personality
(D) An external locus of control

245. Which of the following is a primary goal of studying Organizational Behaviour?
(A) To maximize shareholder wealth exclusively.
(B) To develop universal principles of management.
(C) To explain, predict, and control human behaviour at work.
(D) To eliminate all forms of workplace conflict.

246. **Assertion (A) :** A change in attitude is a form of learning.
Reason (R) : Learning is any relatively permanent change in behavior that occurs as a result of experience, which can include the formation of new attitudes.
(A) Both Statement I and Statement II are true, and Statement II is the correct explanation of Statement I.
(B) Both Statement I and Statement II are true, but Statement II is not the correct explanation of Statement I.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

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247. The most basic and fundamental need in Maslow's hierarchy is:
(A) Safety needs
(B) Social needs
(C) Esteem needs
(D) Physiological needs

248. The most significant difference between formal and informal power is that formal power is based on:
(A) The structural position of an individual in the organization
(B) An individual's personality
(C) An individual's unique skills
(D) The respect and admiration of others

249. Which of the following represents a force for change in the modern workplace?
(A) A diverse workforce
(B) Technological advancements
(C) Globalization
(D) All of the above

250. The study of how to create an organization that can effectively adapt to new situations and challenges is central to the topic of:
(A) Organisational Change and Development
(B) Perception and Attribution
(C) Motivation Theories
(D) Group Dynamics

Direction : Please read the following source carefully.

Organisational Behaviour (OB) is an academic field of study dedicated to understanding, explaining, and ultimately improving the

230. The process by which individuals attribute qualities to others based on the groups to which they belong is:
(A) Projection
(B) Stereotyping
(C) Selective Perception
(D) Halo Effect

231. The "two-factor theory" of motivation was proposed by:
(A) Abraham Maslow
(B) David McClelland
(C) Victor Vroom
(D) Frederick Herzberg

232. Match the following terms in List I with their associated concepts in List II and choose the correct code:
List I:
P. Kurt Lewin
Q. Fiedler
R. Johari Window
S. Vroom.
List II:
1. Contingency Model of Leadership
2. Expectancy Theory of Motivation
3. Three-Step Model of Change
4. Interpersonal Behaviour/Communication.
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-1, R-4, S-2
(C) P-4, Q-3, R-2, S-1
(D) P-2, Q-4, R-1, S-3

233. In the context of OB, 'interpersonal behaviour' is most critical for understanding:
(A) Individual decision-making processes.
(B) Group dynamics and leadership.
(C) Organizational structure design.
(D) The impact of technology on work.

234. Which of the following is NOT a personal source of power?
(A) Reward Power
(B) Expert Power
(C) Referent Power
(D) Charisma

235. A manager needs to implement a complex technical change that employees are anxious and uncertain about. The most effective strategy to overcome resistance would be:
(A) Coercion
(B) Manipulation
(C) Ignoring the resistance
(D) Education and Communication

236. The personality trait of 'Machiavellianism' is characterized by:
(A) A tendency to be anxious, insecure, and prone to negative emotions.
(B) A high degree of pragmatism, emotional distance, and a belief that ends justify the means.
(C) A strong desire for friendship and cooperative relationships.
(D) A vivid imagination and a high degree of creativity.

237. The 'sender' of a communication can most improve its effectiveness by:
(A) Using technical jargon whenever possible.
(B) Speaking quickly to save time.
(C) Seeking feedback to ensure the message was understood as intended.
(D) Avoiding non-verbal cues.

238. **Assertion (A) :** In the storming stage of group development, conflict often arises.
Reason (R) : Members are trying to establish their roles and challenge the group's leadership and direction.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

239. An organizational development (OD) effort that involves changing the attitudes, stereotypes, and perceptions that groups have of each other is called:
(A) Intergroup Development
(B) Team Building
(C) Survey Feedback
(D) Process Consultation

240. The feeling of "I must stay with the organization because I have a moral obligation to" reflects which component of organizational commitment?
(A) Affective

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it is shaped by a combination of heredity and environmental factors, including culture, family, and social groups. In an organisational setting, the alignment between an individual's personality and their job's requirements can lead to higher job satisfaction and lower turnover. Consequently, many organisations use personality assessments as a tool in selection and placement to ensure a better person-job and person-organisation fit, thereby leveraging individual differences for collective success.

Based on the above source, attempt the following five questions.

256. Based on the passage, what is the most accurate definition of personality?
(A) A temporary emotional state of an individual.
(B) A relatively enduring set of characteristics that shape consistent behaviour.
(C) The social roles a person adopts within a group.
(D) A fluctuating pattern of behaviour dependent on the situation.

257. Why is understanding personality considered crucial for managers according to the text?
(A) It allows them to change an employee's fundamental character.
(B) It provides a method for standardizing employee behaviour.
(C) It is the only factor that determines an organisation's success.
(D) It helps in predicting work-related attitudes and behaviours.

258. The passage suggests that a good alignment between an employee's personality and their job is likely to result in:
(A) greater job satisfaction and retention.
(B) increased organisational conflict.
(C) higher rates of employee turnover.
(D) a decrease in overall productivity.

259. According to the text, personality is shaped by which combination of factors?
(A) Solely by genetic and hereditary influences.
(B) Exclusively by organisational policies and procedures.
(C) A mix of heredity and various environmental factors.
(D) Primarily by an individual's educational background.

260. What is the main purpose of using personality assessments in an organisational context, as mentioned in the passage?
(A) To achieve a better fit between the person, the job, and the organisation.
(B) To create a uniform workforce with identical personalities.
(C) To identify and eliminate undesirable personality traits.
(D) To replace the need for interviews and other selection methods.

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Direction : Please read the following source carefully.

Perception is a fundamental cognitive process through which individuals organise and interpret their sensory impressions to give meaning to their environment. What one perceives can be substantially different from objective reality, and it is this perceived reality that shapes a person's behaviour. This process is influenced by factors in the perceiver (attitudes, motives, interests), in the target being perceived (novelty, motion, sound), and in the situation (time, work setting, social setting). In an organisational context, perception significantly impacts decision-making, performance appraisals, and employee effort. For example, a manager's perception of an employee's performance may be biased by stereotypes or a halo effect. Closely related to perception is learning, which is defined as any relatively permanent change in behaviour that occurs as a result of experience. Learning is not something that happens instantaneously; it is an acquired process. Individuals learn through direct experience or observation, and this learning heavily influences their future perceptual frameworks. For instance, a positive experience with a particular task can lead an employee to perceive similar future tasks more favourably and approach them with greater confidence. Thus, perception and learning are intertwined; our perceptions shape what we learn, and our learning, in turn, modifies our future perceptions.

Based on the above source, attempt the following five questions.

attitudes and behaviours of individuals and groups within organisations. It systematically investigates the impact that individual, group, and structural characteristics have on behaviour, with the goal of applying such knowledge toward enhancing an organisation's effectiveness. The scope of OB is extensive, drawing heavily from contributing disciplines such as psychology, sociology, anthropology, and political science to create a comprehensive model of organisational life. At its core, OB is concerned with the nature of human behavior, which is recognized as complex, dynamic, and influenced by a multitude of internal and external factors. This complexity means that behaviour is not random; it is generally predictable if one understands how a person perceives a situation and what is important to them. Therefore, OB seeks to replace intuitive explanations with systematic study, using evidence-based approaches to analyse and predict employee actions, from productivity and absenteeism to turnover and job satisfaction. It is a practical science, aiming to provide managers with the tools to foster a productive and positive work environment.

Based on the above source, attempt the following five questions.

251. According to the passage, what is the primary objective of Organisational Behaviour?
(A) To exclusively study the economic performance of organisations.
(B) To understand, explain, and improve the conduct of individuals and groups in organisations.
(C) To replace systematic study with intuitive explanations of behaviour.
(D) To focus solely on the structural design of business entities.

252. The passage suggests that human behaviour within an organisation is:
(A) complex and dynamic, yet generally predictable through systematic analysis.
(B) entirely random and unpredictable, defying any form of systematic study.
(C) primarily influenced by a single, dominant factor unique to each individual.
(D) a subject best understood through purely intuitive and anecdotal evidence.

253. Which of the following can be inferred about the scope of Organisational Behaviour from the text?
(A) It is a narrow field focused only on individual psychology.
(B) It is a standalone discipline with no connections to other fields of study.
(C) It is an interdisciplinary field integrating knowledge from various social sciences.
(D) It is primarily concerned with organisational history and evolution.

254. The application of knowledge from Organisational Behaviour is aimed at:
(A) increasing organisational complexity and ambiguity.
(B) validating common-sense assumptions about work life.
(C) decreasing the need for managerial intervention.
(D) enhancing organisational effectiveness and performance.

255. The passage states that Organisational Behaviour uses a systematic, evidence-based approach to analyse and predict employee actions concerning all the following EXCEPT:
(A) productivity and absenteeism.
(B) turnover and job satisfaction.
(C) personal financial investments.
(D) attitudes and behaviours.

Direction : Please read the following source carefully.

Personality, within the context of organisational behaviour, refers to the relatively stable set of psychological characteristics and behavioural patterns that account for a person's consistent ways of feeling, thinking, and behaving. It is the sum total of ways in which an individual reacts to and interacts with others, creating a unique profile that distinguishes one person from another. Understanding personality is crucial for managers because these enduring traits significantly influence work attitudes, motivation, and behaviour. For instance, an individual's propensity for risk-taking, their level of conscientiousness, or their degree of extraversion can predict their job performance, leadership potential, and overall fit within the organisational culture. While personality is considered stable,

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process by which information is transferred and understood between two or more people. It is more than simply imparting information; it must also involve the successful reception and comprehension of the intended meaning. Effective communication serves several key functions. It acts as a mechanism for control by clarifying employee duties and responsibilities. It fosters motivation by explaining what is to be done, how well it is being done, and what can be done to improve performance. Furthermore, it provides a channel for emotional expression, allowing members to share feelings and fulfil social needs. Finally, it facilitates decision-making by providing the necessary information for individuals and groups to identify and evaluate choices. The communication process involves a sender who encodes a message, a channel through which the message travels, a receiver who decodes the message, and a feedback loop that allows the receiver to respond, thereby checking for understanding. Breakdowns can occur at any stage, leading to misunderstandings, reduced efficiency, and interpersonal conflict. Therefore, mastering effective communication is a vital skill for managers and employees alike to ensure smooth operations and a healthy organisational climate.

Based on the above source, attempt the following five questions.

281. What is the most comprehensive definition of communication provided in the passage?
(A) The transfer and understanding of meaning between people.
(B) The act of speaking or writing to another person.
(C) The formal distribution of information from management.
(D) The use of technology to transmit data within an organisation.

282. Which of the following is NOT listed in the text as a key function of communication in an organisation?
(A) Fostering motivation.
(B) Guaranteeing financial profitability.
(C) Facilitating decision-making.
(D) Providing emotional expression.

283. According to the communication process described, what is the purpose of the feedback loop?
(A) To eliminate the need for a sender.
(B) To check for the receiver's understanding of the message.
(C) To serve as the primary channel for all messages.
(D) To allow the sender to choose the message.

284. The passage suggests that a breakdown in the communication process can lead to:
(A) interpersonal conflict and misunderstanding.
(B) increased organisational harmony.
(C) enhanced operational efficiency.
(D) a reduction in social needs.

285. The text implies that communication contributes to motivation primarily by:
(A) restricting the flow of information to elite groups.
(B) allowing employees to express only positive emotions.
(C) clarifying performance expectations and providing feedback.
(D) automating the decision-making process.

Direction : Please read the following source carefully.

In organisational studies, power and authority are distinct yet related concepts. Power is broadly defined as the capacity that A has to influence the behaviour of B, so that B acts in accordance with A's wishes. A key aspect of power is that it is a function of dependence; the more B depends on A, the more power A has over B. This capacity to influence may or may not be derived from a formal position. For example, an individual who possesses critical knowledge or skills holds expert power, irrespective of their official title. In contrast, authority is a narrower concept. It refers to the rights inherent in a formal managerial position to give orders and expect the orders to be obeyed. Authority is a formal right, legitimized by the organisation's structure. Therefore, while a manager's authority is a form of power (legitimate power), power itself is a much broader concept that does not require formal sanction. An employee can have power over their superiors through their expertise or control over important information. Understanding the dynamics of both power and

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261. According to the passage, behaviour is primarily shaped by:
(A) objective reality.
(B) the unchangeable nature of the target.
(C) a universally accepted social context.
(D) the perceiver's interpretation of reality.

262. Which of the following is identified in the text as a factor inherent in the perceiver that can influence perception?
(A) The novelty and motion of a target.
(B) An individual's personal attitudes and motives.
(C) The social setting of an interaction.
(D) The objective characteristics of the situation.

263. The passage defines learning as:
(A) an innate, instinctual response to stimuli.
(B) a temporary shift in one's immediate opinions.
(C) a relatively permanent change in behaviour due to experience.
(D) the process of acquiring knowledge solely through formal education.

264. How does the passage describe the relationship between perception and learning?
(A) They are completely independent processes with no influence on each other.
(B) Perception is a component of learning, but learning does not affect perception.
(C) Learning precedes perception in all cognitive activities.
(D) They are mutually influential, where perceptions affect learning and learning alters perceptions.

265. What can be inferred about the impact of perception on organisational functions?
(A) It is a source of potential bias in critical processes like performance appraisals.
(B) It has minimal effect on management practices.
(C) It is only relevant for entry-level employees.
(D) It ensures complete objectivity in all organisational decisions.

Direction : Please read the following source carefully.

In organisational behaviour, an attitude is an evaluative statement or judgment—either favourable or unfavourable—concerning objects, people, or events. Attitudes reflect how an individual feels about something and are composed of three main components: cognitive (an opinion or belief), affective (the emotional or feeling segment), and behavioural (an intention to behave in a certain way). Understanding attitudes is critical because they strongly influence work-related behaviours. Closely linked to attitude is motivation, the process that accounts for an individual's intensity, direction, and persistence of effort toward attaining a goal. While attitude represents a predisposition to respond, motivation is the driving force that channels this predisposition into action. For example, a positive attitude toward one's job (high job satisfaction) is likely to be associated with higher motivation to perform well. Conversely, a negative attitude can lead to decreased effort and engagement. The intensity of motivation refers to how hard a person tries. Direction signifies that the effort is channelled towards goals beneficial to the organisation. Persistence measures how long a person can maintain their effort. Managers strive to foster positive attitudes and create conditions that enhance motivation, as this combination is a powerful predictor of employee performance and organisational success.

Based on the above source, attempt the following five questions.

266. Which of the following best describes an "attitude" as defined in the passage?
(A) An individual's innate intellectual capacity.
(B) An evaluative judgment about an object, person, or event.
(C) A person's physical response to a stimulus.
(D) A temporary mood swing unrelated to the work environment.

267. The passage identifies three components of an attitude. The intention to act in a specific manner represents which component?
(A) The cognitive component.
(B) The behavioural component.
(C) The affective component.
(D) The motivational component.

268. According to the text, what is the primary distinction between attitude and motivation?
(A) Attitude is a predisposition, while motivation

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220. **Assertion (A) :** Leaders who have charisma are more effective.
Reason (R) : Charisma is a form of referent power that can inspire exceptional performance in followers.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

221. The most important contribution of the Hawthorne Studies to Organisational Behaviour was that it:
(A) Proved that money is the only motivator.
(B) Established the one best way to perform any task.
(C) Highlighted the importance of social factors and human relations in the workplace.
(D) Developed the principles of bureaucracy.

222. An individual's general attitude towards their job is referred to as:
(A) Organisational Commitment
(B) Job Involvement
(C) Employee Engagement
(D) Job Satisfaction

223. Which of the following are considered essential dimensions of trust?
I. Integrity (honesty and truthfulness)
II. Competence (technical and interpersonal knowledge)
III. Consistency (reliability and good judgment)
IV. Loyalty (willingness to protect and save face for a person)
V. Openness (willingness to share ideas freely)
(A) I, II, and III only
(B) I, II, III, and IV only
(C) I, II, III, IV, and V
(D) I, III, and V only

224. 'Group Dynamics' refers to:
(A) The study of an individual's personality.
(B) The interactions, attitudes, and behaviors of people in groups.
(C) The formal structure of an organization.
(D) The process of organizational change.

225. A manager who consults with subordinates and uses their suggestions before making a decision is exhibiting which leadership style?
(A) Autocratic
(B) Participative
(C) Laissez-faire
(D) Transactional

226. The 'moving' or 'changing' stage of Lewin's change model involves:
(A) Executing the actual modification in people, tasks, or structure.
(B) Preparing the organization for the upcoming change.
(C) Reinforcing and stabilizing the new state of affairs.
(D) Identifying all possible sources of resistance.

227. In the Big Five model, the personality dimension that taps a person's range of interests and fascination with novelty is:
(A) Extraversion
(B) Agreeableness
(C) Openness to experience
(D) Conscientiousness

228. Which of the following best describes the relationship between stress and job performance?
(A) As stress increases, performance always decreases.
(B) As stress increases, performance always increases.
(C) There is no relationship between stress and performance.
(D) An inverted-U relationship, where performance is highest at moderate levels of stress.

229. **Assertion (A) :** Social loafing is more likely to occur in larger groups.
Reason (R) : In larger groups, the link between an individual's effort and the group's outcome is less clear, leading to a diffusion of responsibility.
(A) Both Statement I and Statement II are true, and Statement II is the correct explanation of Statement I.
(B) Both Statement I and Statement II are true, but Statement II is not the correct explanation of Statement I.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

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(D) A lack of motivation to remain part of the group.

275. The passage suggests that effective management of group dynamics can lead to:
(A) the elimination of all interpersonal behaviour.
(B) an increase in individualistic and competitive behaviour.
(C) the successful attainment of organisational goals through teamwork.
(D) the dissolution of informal groups within the organisation.

Direction : Please read the following source carefully.

Leadership is a critical element in organisational behaviour, defined as the ability to influence a group toward the achievement of a vision or a set of goals. It is fundamentally a process of social influence, not merely a function of formal authority or position. While management is often concerned with coping with complexity by ensuring order and consistency through formal planning and control, leadership is about coping with change. Leaders establish direction by developing a vision for the future, and then they align people by communicating this vision and inspiring them to overcome hurdles. The effectiveness of a leader is contingent upon their ability to motivate followers, foster a positive climate, and guide the collective efforts of the group. Leadership is not confined to those in managerial roles; informal leadership can also emerge within a workgroup. The source of a leader's influence can stem from their formal position, their expertise, or their personal charisma. Ultimately, the presence of strong leadership is integral to navigating organisational challenges, driving innovation, and achieving sustained success. It provides the direction and energy needed to move an organisation forward, especially in dynamic and uncertain environments.

Based on the above source, attempt the following five questions.

276. According to the passage, leadership is best defined as:
(A) the ability to influence a group to achieve a vision or goals.
(B) the exercise of formal authority granted by the organisation.
(C) the administrative process of planning and controlling resources.
(D) the act of managing day-to-day operational complexities.

277. The passage distinguishes between leadership and management by stating that leadership is primarily concerned with:
(A) maintaining order and consistency.
(B) administering formal organisational policies.
(C) implementing detailed plans and budgets.
(D) coping with and driving change.

278. What can be inferred about the role of a leader in establishing direction?
(A) They rely solely on existing procedures to set the course.
(B) They develop and communicate a vision for the organisation's future.
(C) They focus on short-term problem-solving rather than future goals.
(D) They wait for subordinates to define the organisation's primary objectives.

279. The text suggests that leadership can emerge from which of the following?
(A) Only from individuals holding the highest managerial titles.
(B) Exclusively from those who possess formal authority.
(C) From both formal positions and informal influence within a group.
(D) Only in organisations that lack a formal management structure.

280. Based on the passage, the primary function of leadership in an organisation is to:
(A) eliminate the need for a management structure.
(B) focus exclusively on enforcing rules and maintaining the status quo.
(C) reduce the level of communication among employees.
(D) provide direction and energy to navigate challenges and drive success.

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Direction : Please read the following source carefully.

Communication within an organisation is the

is the process that energises behaviour.
(B) Attitude is a driving force, whereas motivation is an evaluative judgment.
(C) Attitude is about persistence, while motivation is about belief.
(D) Attitude is always positive, whereas motivation can be negative.

269. In the context of motivation, what does the dimension of "persistence" refer to?
(A) The direction in which effort is channelled.
(B) The level of intensity or how hard a person tries.
(C) The duration for which a person maintains effort.
(D) The quality of the goal being pursued.

270. Based on the passage, what can a manager infer about the relationship between attitude and motivation?
(A) The two concepts are unrelated to employee performance.
(B) A negative attitude invariably leads to high motivation.
(C) Motivation determines an individual's attitude, but not vice versa.
(D) A positive attitude can contribute to higher employee motivation.

Direction : Please read the following source carefully.

Interpersonal behaviour encompasses the interactions that occur between individuals in a social context, including communication, cooperation, and conflict. In an organisational setting, the quality of interpersonal behaviour is a cornerstone of effective teamwork and a positive work environment. When these interactions extend to a collective level, they become the subject of group dynamics. Group dynamics is the study of the forces operating within a group, influencing its formation, structure, processes, and overall performance. A group is defined as two or more individuals, interacting and interdependent, who have come together to achieve particular objectives. Key elements of group dynamics include the development of roles (a set of expected behaviour patterns), norms (acceptable standards of behaviour shared by members), status systems, group size, and degree of cohesiveness. For instance, highly cohesive groups, where members are attracted to each other and motivated to stay in the group, often exhibit strong adherence to group norms. Understanding group dynamics is essential for managers to harness the potential of teams, manage intergroup conflict, and guide groups toward the attainment of organisational goals. The interplay of individual personalities and the established group structure shapes the ultimate behavioural outcomes of the collective.

Based on the above source, attempt the following five questions.

271. What is the primary focus of "group dynamics" as described in the passage?
(A) The study of individual behaviour in isolation.
(B) The analysis of an organisation's financial performance.
(C) The investigation of the forces and processes within a group.
(D) The examination of an organisation's formal structure.

272. The passage defines a group as a collective of individuals who are:
(A) physically present in the same location but working independently.
(B) interacting and interdependent, working toward common objectives.
(C) employed by the same organisation but in different departments.
(D) socially acquainted but without any shared professional goals.

273. According to the text, "norms" in the context of group dynamics refer to:
(A) the formal job description assigned to a group member.
(B) the hierarchical positions of individuals within a group.
(C) the specific tasks allocated to the group by management.
(D) the acceptable standards of behaviour shared by group members.

274. Based on the information provided, what is a likely characteristic of a highly cohesive group?
(A) A strong tendency for members to conform to group norms.
(B) A low degree of member interaction.
(C) A high rate of member turnover.

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authority is essential for comprehending influence tactics, political behaviour, and leadership within organisations.

Based on the above source, attempt the following five questions.

286. According to the passage, the fundamental difference between power and authority is that:
(A) power requires a formal position, while authority does not.
(B) authority is a broader concept than power.
(C) power is always illegitimate, while authority is always legitimate.
(D) authority is the right inherent in a position, while power is the capacity to influence.

287. The text states that a key feature of power is its relationship with:
(A) independence.
(B) salary.
(C) dependence.
(D) seniority.

288. Which of the following scenarios best illustrates the concept of power without formal authority, as described in the passage?
(A) A CEO issuing a new company-wide directive.
(B) An IT specialist influencing a project's direction due to their unique technical skills.
(C) A department manager approving an employee's leave request.
(D) A supervisor conducting a formal performance review.

289. The passage defines authority as:
(A) the ability to influence others through personal charisma.
(B) the capacity to control resources regardless of one's position.
(C) the formal and legitimized right to command and expect obedience.
(D) the social status gained through informal networking.

290. Based on the passage, what can be concluded about the relationship between a manager's authority and power?
(A) A manager's authority is a source of power.
(B) A manager has authority but no real power.
(C) Power and authority are mutually exclusive for a manager.
(D) Authority is irrelevant to a manager who has power.

Direction : Please read the following source carefully.

Organisational stress is an adaptive response to a situation that is perceived as challenging or threatening to an individual's well-being. It is a dynamic condition in which an individual is confronted with an opportunity, demand, or resource related to what they desire and for which the outcome is perceived to be both uncertain and important. Not all stress is negative; eustress, or positive stress, can motivate individuals to achieve and perform at a higher level. However, organisational behaviour is typically concerned with distress, the negative form of stress, which arises from excessive or prolonged pressures. Potential sources of stress, known as stressors, are abundant in the workplace and can be categorised into environmental, organisational, and personal factors. Organisational stressors include factors like task demands (workload, deadlines), role demands (role conflict, role ambiguity), and interpersonal demands (conflicts with colleagues or superiors). The consequences of unmanaged stress can be severe, manifesting in physiological symptoms like high blood pressure, psychological symptoms like anxiety and job dissatisfaction, and behavioural symptoms like increased absenteeism and reduced productivity. Managing stress is therefore crucial for both employee health and organisational effectiveness.

Based on the above source, attempt the following five questions.

291. How does the passage define organisational stress?
(A) A purely negative condition with no potential benefits.
(B) A state of complete certainty about an important outcome.
(C) A response that is unrelated to an individual's desires.
(D) An adaptive response to a perceived challenge or threat.

292. The text distinguishes between "eustress" and "distress" by characterising eustress as:

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(A) a positive form of stress that can be motivating.
(B) a negative form of stress leading to poor performance.
(C) a type of stress that is easily ignored by individuals.
(D) a stressor that originates only from personal factors.

293. According to the passage, role conflict and role ambiguity are examples of which category of stressors?
(A) Environmental stressors.
(B) Personal stressors.
(C) Physiological stressors.
(D) Organisational stressors related to role demands.

294. Which of the following is identified as a potential behavioural consequence of unmanaged stress?
(A) Lowered blood pressure.
(B) Decreased productivity.
(C) Increased job satisfaction.
(D) Reduced employee absenteeism.

295. The passage implies that for a situation to be stressful, the outcome must be perceived as:
(A) certain and unimportant.
(B) certain and important.
(C) uncertain and important.
(D) uncertain and unimportant.

Direction : Please read the following source carefully.

Organisational change refers to any alteration in an organisation's people, structure, or technology. It is a pervasive and inevitable aspect of contemporary organisational life, driven by forces such as market dynamics, technological advancements, and social trends. Managing change effectively is a significant challenge, as employees often resist change due to uncertainty, fear of the unknown, or disruption of habits. Flowing from the need to manage change proactively is the field of Organisational Development (OD). OD is a more systematic and comprehensive approach, defined as a collection of planned-change interventions, built on humanistic-democratic values, that seeks to improve organisational effectiveness and employee well-being. Unlike some top-down change initiatives, OD is often characterized by its collaborative and participative nature, involving employees in the change process. It uses knowledge from the behavioural sciences to help organisations adapt to new environments and improve their problem-solving capabilities. OD interventions might include team building, survey feedback, and process consultation, all aimed at fostering a culture of continuous improvement and enhancing the organisation's capacity to manage change in the future.

Based on the above source, attempt the following five questions.

296. According to the passage, what does organisational change encompass?
(A) Only alterations in an organisation's technology.
(B) Only changes in the top management team.
(C) The elimination of organisational rules.
(D) Alterations in people, structure, or technology.

297. How is Organisational Development (OD) primarily characterized in the text?
(A) As a collection of planned interventions based on humanistic values.
(B) As a series of unplanned, reactive adjustments.
(C) As a top-down, authoritarian approach to change.
(D) As a method focused exclusively on technological upgrades.

298. What is a key reason cited in the passage for employee resistance to change?
(A) A desire for more complex tasks.
(B) Fear of the unknown and disruption of habits.
(C) An overabundance of information.
(D) A demand for less collaboration.

299. The passage suggests that a primary goal of Organisational Development is to:
(A) increase employee resistance to change.
(B) improve organisational effectiveness and employee well-being.
(C) reduce the need for future organisational change.
(D) centralize all decision-making authority.

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300. What distinguishes OD from some other change initiatives, according to the text?
(A) Its collaborative and participative nature.
(B) Its reliance on sudden, drastic measures.
(C) Its focus on short-term financial gains only.
(D) Its complete disregard for employee well-being.

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ANSWERS

1. (B) A field of study investigating the impact of individuals, groups, and structure on behavior to improve effectiveness.
Organisational behaviour represents a systematic study focusing on the diverse impacts that individuals and groups exert within a corporate structure. This discipline aims to apply knowledge about human behavior to enhance organizational effectiveness. By analyzing patterns and structures, it helps managers understand how to improve performance and employee well-being. It integrates multiple sciences to create a comprehensive understanding of interactions within professional environments.

2. (A) Human behavior is a function of the person and environment, remaining unpredictable yet studyable.
In professional settings, behavior results from a complex interaction between personal characteristics and the surrounding environment. While distinct individuals react differently to specific situations, these patterns can be examined through scientific methods to improve management practices. Understanding that behavior is influenced by both internal traits and external factors allows organizations to create effective workplace policies that support varied employee needs and broad organizational objectives.

3. (C) Geology
Organisational behaviour is an interdisciplinary field that draws significant insights from psychology, sociology, and anthropology. These disciplines provide the foundational theories for understanding individual behavior, group dynamics, and cultural influences within organizations. Conversely, geology is a physical science concerned with the solid earth and its processes, having no direct application to the study of human interactions, social structures, or psychological patterns.

4. (B) I, II, and III only
The scope of organizational behavior is comprehensive, covering three distinct levels of analysis. At the micro level, it examines individual traits like personality and perception. The meso level explores group dynamics, including leadership and communication. Finally, the macro level analyzes the organizational system, culture, and structure. While these factors influence financial results, the primary focus remains on behavior rather than purely financial systems.

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5. (C) Theory X
Theory X is a management perspective based on a pessimistic view of human nature. Managers holding this view believe that employees are inherently lazy, dislike work, and will avoid responsibility whenever possible. Consequently, these managers rely on coercion, strict control, and threats of punishment to ensure that staff members work toward organizational goals. This approach focuses on external control rather than internal motivation.

6. (B) Perception
Perception is the psychological process through which individuals select, organize, and interpret sensory information to create a meaningful picture of the world. In organizations, this process is critical because people act based on their interpretation of reality rather than reality itself. Different employees may observe the same situation but perceive it differently, which directly influences their attitudes, motivation, and professional behavior.

7. (C) Statement I is true, but Statement II is false.
Personality encompasses the unique set of traits and patterns that define how an individual reacts to and interacts with others. While hereditary factors provide a biological foundation, personality is not fixed at birth. It is significantly influenced by environmental factors, cultural upbringing, and life experiences, allowing for some level of development over time. Therefore, it is a dynamic construct rather than a static.

8. (A) Both A and R are true and R is the correct explanation of A.

Perception often diverges from objective reality because individuals filter information through their personal lens. Factors such as past experiences, specific interests, and psychological expectations shape how stimuli are processed. Because these internal filters vary significantly between people, two individuals observing the same event can arrive at very different interpretations. This subjective nature of perception explains why consensus on reality is often difficult.

9. (C) Locus of Control
The Big Five personality model is a widely accepted framework consisting of five core dimensions: openness to experience, conscientiousness, extraversion, agreeableness, and emotional stability. These traits help predict employee behavior and performance in various roles. While locus of control is a significant personality trait regarding an individual's belief in their ability to influence events, it is considered a separate construct from the five.

10. (A) Conscientiousness
Conscientiousness is a primary dimension of personality characterized by self-discipline, organization, and a strong sense of duty. Individuals who score high in this trait are typically reliable, hardworking, and persistent in achieving their goals. In a workplace context, high conscientiousness is strongly associated with job performance because these employees take initiative and ensure tasks are completed accurately and on time without constant.

11. (A) P-1, Q-4, R-3, S-2
Different personality traits influence workplace behavior in specific ways. Machiavellianism involves maintaining emotional distance and focusing on pragmatic results. Narcissism is characterized by a grandiose sense of self-importance. Self-monitoring refers to the ability to adjust behavior to suit situational factors. Finally, locus of control describes an individual's belief regarding their influence over life events. Together, these traits define how people navigate professional.

12. (B) Halo Effect
The halo effect is a cognitive bias where a general impression of a person is formed based on a single positive characteristic. For instance, if an individual is perceived as highly intelligent, others might incorrectly assume they are also leader-like or dependable. This perceptual error can lead to biased evaluations in the workplace, as one dominant trait overshadows a more balanced assessment.

13. (C) Receiving Stimuli → Selection → Organization → Interpretation → Response
The perceptual process begins when an individual receives sensory stimuli from the environment. Because the brain cannot process all information, it selects specific cues to focus on. These cues are then organized into recognizable patterns and interpreted based on the individual's past experiences and beliefs. The final stage is the response, which includes the attitudes or behaviors that result from this interpretation.

14. (B) I, II, and III only
Perception in an organizational context is determined by three primary factors. The perceiver's internal characteristics, such as motives and attitudes, influence what is noticed. The target's features, including its size, motion, or novelty, also play a critical role. Finally, the situation or context, such as the social setting or time, provides the backdrop that gives meaning to the stimulus and shapes.

15. (A) Learning
Learning is defined as a relatively permanent change in behavior or behavioral potential that results from experience. This process is essential in organizations as it explains how employees acquire new skills, adjust to corporate culture, and change their habits over time. To be considered learning, the change must be lasting and stem from either direct practice or indirect observation rather than biological.

16. (B) The change in behavior due to learning is always permanent.
Learning involves a change in behavior resulting from experience, but these changes are described as relatively permanent rather than absolutely permanent. Skills or knowledge can be forgotten or replaced by new information through a process called unlearning. While learning is a continuous life process involving both direct and indirect experiences, the durability of the

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emerge naturally from social needs. Most groups progress through stages of development, from forming to adjourning. Crucially, group cohesiveness significantly impacts productivity, as highly cohesive groups with positive norms generally perform better. Therefore, understanding these properties is essential.

34. (A) Storming
The storming stage is the second phase of group development, characterized by intragroup conflict and competition for leadership. During this period, members express their individuality and may resist the constraints or norms being established by the group. While this stage can be difficult, it is a necessary process for resolving differences and clarifying roles before the team can move toward the.

35. (C) Social Loafing
Social loafing is the tendency for individuals to exert less effort when working in a group compared to when they work alone. This phenomenon occurs because of a diffusion of responsibility, where the link between individual contribution and the final outcome becomes obscured. To combat this, managers must find ways to identify individual efforts and ensure that every member feels accountable.

36. (C) P-3, Q-4, R-1, S-2
Groups possess several key properties that shape member behavior. Roles define the expected behavior patterns associated with a specific position. Norms are the shared standards of acceptable behavior within the group. Status refers to the socially defined rank given to members. Cohesiveness represents the degree to which members are attracted to each other and motivated to stay in the group. These factors.

37. (C) Groupthink
Groupthink is a psychological phenomenon that occurs when the desire for group harmony and conformity overrides realistic appraisal of alternative courses of action. In these situations, members suppress dissenting viewpoints and ignore external information to maintain consensus. This often leads to poor decision-making because critical thinking is sacrificed for the sake of unanimity, preventing the group from identifying potential risks or.

38. (B) The ability to influence a group toward the achievement of a vision or set of goals.
Leadership is the process of influencing and directing the activities of an organized group toward goal achievement. While management focuses on complexity and maintaining order through formal authority, leadership is about coping with change and inspiring followers through a shared vision. Effective leaders use their influence to motivate others to transcend their self-interests for the sake of the organization's broader objectives.

39. (D) Trait Theory
Trait theory focuses on the personal qualities and characteristics that differentiate leaders from non-leaders. This approach assumes that leadership is inherent and that effective leaders possess specific physical, mental, or social traits such as intelligence, integrity, and extraversion. While later theories emphasized behavior and situation, trait theory provided the initial foundation for understanding leadership by identifying the attributes commonly found.

40. (A) Initiating Structure and Consideration
The Ohio State Studies identified two independent dimensions of leader behavior. Initiating structure refers to the extent to which a leader defines and organizes their role and the roles of subordinates toward goal attainment. Consideration is the degree to which a leader acts in a friendly and supportive manner, showing concern for subordinates' well-being. Effective leadership often involves finding the appropriate balance.

41. (C) IV, I, III, II
Motivation theories have evolved significantly over time. Scientific Management, developed by Taylor in the early 1900s, focused on economic incentives and efficiency. Maslow's Hierarchy of Needs emerged in the 1940s, followed by Herzberg's Two-Factor Theory in the 1950s. Vroom's Expectancy Theory was introduced later in the 1960s. This progression shows a shift from purely mechanical views of motivation toward more complex psychological.

42. (A) Matching the leader's style to the degree of situational control available to them.

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25. (A) Both A and R are true and R is the correct explanation of A.
Frederick Herzberg's Two-Factor Theory distinguishes between motivators and hygiene factors. Hygiene factors, such as salary and working conditions, are essential to prevent dissatisfaction but do not inherently create long-term motivation. In contrast, motivators like recognition and responsibility lead to job satisfaction. Because salary is considered an external environmental factor rather than an internal source of psychological growth, it is classified as a.

26. (A) Need for Achievement (nAch)
David McClelland's Theory of Needs identifies the need for achievement as a drive to excel and succeed in relation to a set of standards. Individuals with a high need for achievement seek tasks that offer personal responsibility, feedback, and moderate risks. They are motivated by the internal satisfaction of performing a task more efficiently or effectively than before, rather than by.

27. (A) Both Statement I and Statement II are true.
Motivation can be categorized based on the source of the driving force. Intrinsic motivation occurs when an individual performs a task because it is inherently interesting or enjoyable. Extrinsic motivation involves engaging in an activity to obtain a separate reward or avoid a negative consequence. Both types are essential in the workplace, as they influence how employees respond to various tasks and.

28. (B) Expectancy Theory
Victor Vroom's Expectancy Theory posits that motivation is a result of a conscious choice among alternatives. It relies on the belief that increased effort will lead to better performance, that performance will be rewarded, and that the reward is personally valuable. When a salesperson works harder expecting a bonus, they are demonstrating these links between effort, performance, and desired outcomes within their.

29. (C) Equity
Vroom's Expectancy Theory is built upon three specific components: expectancy, instrumentality, and valence. Expectancy is the belief that effort leads to performance. Instrumentality is the belief that performance leads to a reward. Valence is the personal value of that reward. While equity is an important motivation theory focusing on fairness and social comparison, it is not an original component of Vroom's expectancy model.

30. (D) Setting specific, challenging goals and providing regular feedback on progress.
Goal-Setting Theory suggests that specific and difficult goals, when accepted, lead to higher performance than easy or vague goals. The theory emphasizes that clear objectives provide direction and increase persistence. Additionally, providing regular feedback helps employees track their progress and adjust their effort accordingly. By implementing these principles, managers can significantly enhance employee motivation and ensure that individual efforts are aligned.

31. (A) The interactions and relationships between two or more people.
Interpersonal behavior focuses on the social dynamics that occur when two or more individuals interact within an organization. This field of study examines how people communicate, influence each other, and form professional relationships. Understanding these interactions is crucial for effective teamwork, conflict resolution, and leadership, as it addresses the human element that connects individual effort to collective organizational success through cooperative.

32. (B) Interpersonal Communication and Relationships
The Johari Window is a psychological model used to enhance self-awareness and mutual understanding between individuals. It divides personal information into four quadrants: open, blind, hidden, and unknown. By using this tool, individuals can improve their interpersonal communication through self-disclosure and by seeking feedback from others. This process helps build trust, reduces misunderstandings, and strengthens professional relationships within teams and across.

33. (B) I, II, III, and IV only
Group dynamics involve the complex ways individuals interact within formal and informal structures. Formal groups are defined by organization charts, while informal groups

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overcome resistance and achieve objectives. Unlike authority, which is tied to a formal position, power can be derived from various sources, including personal expertise, charisma, or the control of.

51. (C) Power
Power is defined by the relationship between two parties, where one has the capacity to influence the other. This influence depends on the receiver's dependency on the resources controlled by the influencer. In an organizational context, power is the underlying mechanism that enables leaders to drive change, allocate resources, and ensure that tasks are completed according to the strategic needs of the.

52. (D) Coercive Power
Formal power is granted by the organization and is attached to a specific position. Coercive power is a type of formal power based on fear and the ability to apply negative outcomes, such as demotions or reprimands, if an employee fails to comply with orders. While other forms of power like expert or referent power are personal, coercive power relies on.

53. (A) Both A and R are true and R is the correct explanation of A.
Authority is the institutionalized form of power that is officially recognized and sanctioned by an organization. It represents the legitimate right of a manager to give commands and expect compliance from subordinates. While power is a broad ability to influence others through various means, authority is specifically restricted to the formal rights granted by one's position in the organizational hierarchy.

54. (B) Expert Power
Expert power is a form of personal power derived from an individual's specialized knowledge, skills, or experience. When colleagues respect and follow a person because of their technical proficiency, such as exceptional coding skills, that person is exercising expert power. This type of influence is independent of formal rank and is increasingly important in modern, knowledge-based organizations where technical expertise is highly.

55. (A) P-3, Q-4, R-1, S-2
Power stems from several distinct bases within an organization. Legitimate power is tied to formal position, while reward power is the ability to provide positive incentives. Coercive power relies on the fear of negative consequences. Referent power is based on the admiration of or identification with a specific individual. Understanding these different bases helps managers recognize how they and others exert.

56. (A) A condition where individuals face uncertain but important opportunities or demands.
Stress is a dynamic psychological and physiological response to environmental pressures. In a workplace, it occurs when employees are faced with significant demands or opportunities where the outcome is both important and uncertain. This definition highlights that stress is not inherently negative; it is the body's reaction to situations that require adaptation or intense effort to achieve a desired result.

57. (C) All of the above
Organizational stress originates from various sources within the work environment. Task demands relate to the nature of the job itself, while role demands involve expectations and conflicts regarding one's position. Interpersonal demands stem from interactions with colleagues and supervisors. Because all these factors contribute to the total pressure an employee feels, they are collectively recognized as primary drivers of work-related stress.

58. (A) I, II, and III only
Stress is a multi-faceted phenomenon that can have both positive and negative effects. Eustress is a constructive form of stress that improves performance, while distress is harmful. Common workplace stressors include role ambiguity and conflict. Contrary to popular belief, a complete lack of stress is not optimal; moderate levels of stress often lead to the highest levels of productivity and motivation.

59. (D) Individual approach
Organizations can manage employee stress through individual or organizational strategies. Individual approaches focus on helping employees improve their own coping mechanisms through activities like yoga, meditation, and time management. By providing these wellness

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Fiedler's Contingency Model suggests that a leader's effectiveness depends on how well their natural leadership style fits the specific situation. Fiedler believed that an individual's leadership style is relatively fixed. Therefore, to improve group performance, one must either change the leader to fit the situation or change the situation to fit the leader, focusing on leader-member relations, task structure, and position.

43. (D) Management by Exception
Transformational leaders inspire followers to exceed expectations by providing vision, intellectual stimulation, and individualized consideration. They focus on long-term growth and organizational change. In contrast, management by exception is a characteristic of transactional leadership. It involves intervening only when standards are not met or when problems arise, focusing on maintaining stability and monitoring deviations rather than inspiring fundamental.

44. (A) Both Statement I and Statement II are true.
Transactional and transformational leadership represent two complementary approaches to guiding followers. Transactional leaders focus on the exchange process, where they clarify roles and provide rewards for meeting specific goals. Transformational leaders go beyond these exchanges by inspiring followers to prioritize the organization's vision over their own interests. Both styles are necessary for organizational success, as they address both daily operational requirements and future.

45. (C) Communication
Communication is the fundamental process through which information and meaning are transferred between individuals. It involves a sender encoding a message and transmitting it through a channel to a receiver, who then decodes it. Feedback ensures that the message was understood correctly. In organizations, effective communication is essential for coordinating activities, motivating employees, and facilitating the decision-making processes necessary for organizational.

46. (D) Any factor that distorts the message or interferes with information transfer.
In the communication model, noise represents any internal or external interference that disrupts the clarity of a message. This can include physical sounds, technical problems, or psychological factors like bias and lack of attention. Because noise can cause the receiver to interpret the message differently than the sender intended, it is a significant barrier to effective communication that managers must identify.

47. (B) I, II, and III only
Organizations utilize both formal and informal communication channels to transmit information. Formal channels follow the official hierarchy, while informal channels like the grapevine emerge spontaneously. Channel richness refers to the capacity of a medium to convey multiple cues simultaneously. Face-to-face communication is considered the richest channel because it allows for immediate feedback and non-verbal cues, making it highly effective for.

48. (B) Downward communication
Downward communication occurs when information flows from higher levels of an organizational hierarchy to lower levels. This direction is typically used by managers to assign goals, provide job instructions, inform employees of policies, and offer feedback on performance. Memos, official announcements, and company-wide emails are common examples of this flow, which is essential for coordinating tasks and keeping employees informed.

49. (B) Selective perception
Selective perception is a major barrier to effective communication where receivers process information based on their own needs, motivations, and experiences. Instead of seeing the complete message, individuals "see and hear" what they want to see, often ignoring contradictory data. This filtering process can lead to significant misunderstandings, as the receiver's interpretation may deviate greatly from the sender's original intent.

50. (A) The ability to influence others to act in ways they would not otherwise choose.
Power is the capacity or potential to influence the behavior of others so that they act according to one's wishes. It is a fundamental force in organizations that allows individuals to

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behavioral change depends on reinforcement and the frequency of practice.

17. (B) IV, II, I, III
Classical conditioning follows a specific sequence of stimulus-response associations. Initially, a neutral stimulus like a bell produces no response. Then, an unconditioned stimulus like food naturally elicits an unconditioned response like salivation. Through repeated pairing of the neutral stimulus with the unconditioned stimulus, the individual learns to associate the two. Eventually, the neutral stimulus becomes a conditioned stimulus that elicits the salivation.

18. (A) Positive Reinforcement
Positive reinforcement is a core strategy in operant conditioning used to increase the frequency of a desired behavior. It involves providing a favorable consequence, such as praise, recognition, or a financial bonus, immediately after an employee performs well. By rewarding the behavior, the organization strengthens the likelihood that the employee will repeat the action in the future, thereby improving overall productivity and motivation.

19. (C) The opinion or belief segment of an attitude.
Attitudes consist of three interrelated components: cognitive, affective, and behavioral. The cognitive component represents the intellectual side, involving the beliefs, thoughts, and opinions an individual holds about a specific object or situation. For example, believing that a company policy is unfair constitutes a cognitive evaluation. This segment provides the rational basis for the emotional feelings and subsequent actions that form.

20. (D) Attitudes are evaluative statements, either favorable or unfavorable, about objects, people, or events.
Attitudes serve as evaluative judgments that reflect how an individual feels about various aspects of their environment. They are not permanent and can change through new information or experiences. Most psychological frameworks identify three distinct components: cognition, affect, and behavior. Research demonstrates that attitudes significantly influence how employees act, making them a critical area of study for improving workplace satisfaction and organizational.

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21. (C) Cognitive Dissonance
Cognitive dissonance describes the psychological discomfort felt when an individual holds conflicting beliefs or when their behavior contradicts their attitudes. Because humans have an innate desire for internal consistency, this state of tension motivates the person to reduce the inconsistency. This can be achieved by changing the attitude, altering the behavior, or rationalizing the conflict to restore a sense of psychological balance.

22. (D) I, II, III, and IV
Workplace attitudes encompass several critical dimensions that reflect an employee's relationship with their work. Job satisfaction involves positive feelings about task characteristics, while organizational commitment focuses on identification with the company's goals. Job involvement measures cognitive preoccupation with work, and employee engagement captures enthusiasm and passion for the role. Together, these attitudes provide a comprehensive view of how individuals perceive and connect.

23. (D) The processes accounting for an individual's intensity, direction, and persistence of effort.
Motivation is a psychological process that drives individuals toward the achievement of specific goals. It consists of three essential elements: intensity, which refers to how hard a person tries; direction, which ensures effort is channeled toward organizational objectives; and persistence, which measures how long a person maintains their effort. Understanding motivation is vital for managers seeking to align individual energy with company performance.

24. (A) Abraham Maslow
Abraham Maslow developed the Hierarchy of Needs theory, which is one of the most recognized frameworks in motivation. He proposed that human beings are motivated by five levels of needs: physiological, safety, social, esteem, and self-actualization. According to this theory, individuals seek to satisfy lower-level needs before progressing to higher-level ones. This model helps managers understand the diverse requirements of.

programs, the company empowers individuals to manage their physical and mental well-being directly. While supported by the organization, the focus of the intervention is the personal behavior of.

60. (B) Changes in productivity and absenteeism
Stress manifests in three main ways: physiological, psychological, and behavioral. Behavioral symptoms are the observable actions an individual takes in response to stress. These include changes in job performance, increased absenteeism, rapid speech, or altered sleep patterns. Monitoring these behavioral shifts is crucial for managers, as they provide clear indicators that an employee may be struggling with excessive environmental or personal.

61. (C) Any alteration of people, structure, or technology in an organization.
Organisational change involves significant shifts in how a company operates. This can include modifying the formal hierarchy, updating technological systems, or changing the attitudes and skills of the workforce. Change is often a response to external environmental pressures or internal strategic shifts. Successfully managing these alterations is critical for an organization to remain competitive and adapt to the evolving demands.

62. (D) Kurt Lewin's Three-Step Model
The 'Calm Waters' metaphor describes organizational change as an occasional disruption in an otherwise stable environment. This view is best represented by Kurt Lewin's model, which envisions change as a manageable process of unfreezing the status quo, moving to a new state, and then refreezing the new behavior to make it permanent. This approach assumes that stability is the norm.

63. (A) Unfreezing → Moving → Refreezing
Kurt Lewin's three-step model provides a logical framework for managing change. The process begins with unfreezing, which involves overcoming resistance and preparing individuals for change. The next step is moving, where the actual transition to the new state occurs. Finally, refreezing stabilizes the change by reinforcing the new behaviors and ensuring they become part of the organization's standard operating procedures.

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64. (B) Individual resistance due to economic factors
Employees often resist organizational change due to personal concerns. When resistance is triggered by a fear of losing income, job security, or status, it is categorized as an economic factor. Individuals are naturally protective of their livelihood, and if a restructuring suggests a potential reduction in pay or benefits, they are likely to oppose the change to safeguard.

65. (B) Planned-change interventions improving organizational effectiveness and well-being.
Organisational Development is a long-term, systematic approach to improving an organization's performance and the well-being of its members. It relies on behavioral science knowledge to implement planned changes through various interventions. Unlike short-term fixes, OD focuses on changing attitudes, values, and structures to foster a culture of continuous improvement and adaptation, ensuring that the organization can effectively meet its.

66. (D) Statement I is false, but Statement II is true.
Learning is defined as a relatively permanent change in behavior that results from experience or reinforced practice. Statement I is false because learning typically requires reinforcement or feedback to become ingrained. Statement II is true because a fleeting or temporary change in behavior, such as one caused by fatigue or drugs, is not considered learning. True learning involves a durable.

67. (C) Ability
Ability represents an individual's current capacity to perform the various tasks required by a specific job. It is a combination of intellectual competencies, such as reasoning and memory, and physical competencies, such as strength and dexterity. Managers must accurately assess employee abilities to ensure a proper person-job fit, as even the most motivated employee cannot perform effectively without the necessary.

68. (B) I, II, and III only
The core focus of organizational behavior is the study of human dynamics within the workplace. This includes the analysis of individual behaviors,

In contrast, factors like salary, company policy, and supervision are considered hygiene factors. While their absence causes dissatisfaction, their presence only prevents it and does not create.

141. (C) Formal, downward communication
Downward communication occurs when information is sent from higher levels of the organization to subordinates. When the CEO sends an official email about strategic direction, it follows the formal chain of command and serves to inform employees of major organizational goals. This flow of information is essential for aligning the entire workforce with the company's vision and ensuring everyone.

142. (D) Fundamental Attribution Error
The fundamental attribution error is a common perceptual bias where people tend to overemphasize internal, personal characteristics and underemphasize external, situational factors when judging others' behavior. For example, if a colleague is late, an observer might assume they are lazy rather than considering that traffic or a family emergency may have caused the delay. This bias can lead to.

143. (A) The sum of all interactions and communications between people.
Interpersonal behavior encompasses the wide range of social interactions that occur between individuals in any setting. In a workplace, it includes everything from formal meetings and professional collaboration to casual conversations and non-verbal communication. Understanding these behaviors is key to improving team performance and leadership, as it addresses how people relate to each other and work together to.

144. (B) They facilitate group survival and express central values.
Norms are the informal rules and expectations that govern the behavior of group members. They serve critical functions by helping the group maintain its identity, ensuring survival, and expressing the core values that define the group's purpose. By providing a predictable framework for social interaction, norms reduce ambiguity and help members understand what is expected of them, fostering a.

145. (C) I, II, III and IV
Organisational behavior analyzes workplace dynamics at three distinct levels. Motivation and perception are often studied at the individual level, while leadership and power are examined through group interactions. Topics like organizational change and culture address the organization as a whole system. Because these elements are interconnected, a comprehensive understanding of OB requires studying all these factors across the different.

146. (A) Production-oriented
Production-oriented leaders prioritize technical aspects of the job and the achievement of organizational goals above all else. They view employees as tools for accomplishing tasks rather than as individuals with personal needs. This style is characterized by a strong focus on efficiency, output, and meeting deadlines. While it can drive high performance in some contexts, it may also lead.

147. (C) A cyclical process of diagnosis, analysis, feedback, action, and evaluation.
Action research is a systematic approach to organizational change that emphasizes data-driven decision-making and member participation. It involves a repetitive cycle where the current situation is diagnosed, data is analyzed, and feedback is shared with the organization. Based on this information, specific actions are taken, and their results are then evaluated. This process ensures that change is grounded in.

148. (D) Emotional Stability
Emotional stability is a core Big Five personality dimension that measures an individual's ability to remain calm and secure under pressure. People who score high in this trait are typically resilient and less likely to experience negative emotions like anxiety or depression. In a workplace context, emotional stability is vital for roles that involve high levels of stress or require.

149. (C) The medium through which the message travels.
In the communication process, the channel is the specific medium used to transmit the encoded message from the sender to the receiver. Channels can be formal, such as a company report, or informal, such as a casual conversation.

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Self-monitoring is a personality trait that captures an individual's ability to adjust their behavior to external, situational factors. High self-monitors are highly sensitive to social cues and can change their public persona to fit the environment. In contrast, low self-monitors tend to display their true dispositions regardless of the situation. This trait is particularly valuable in roles requiring extensive.

78. (D) feeling segment
The affective component of an attitude is the emotional or feeling part of the evaluation. It reflects how a person feels about someone or something, such as liking a supervisor or being afraid of a new policy. This emotional reaction is a direct result of the cognitive beliefs a person holds and is the primary driver behind the behavioral intentions that.

79. (A) I, II, and IV only
Power and authority are related but distinct concepts. Power is the general ability to influence others, which can be personal or formal. Authority is specifically the legitimate power derived from a formal organizational position. Personal forms of power, like referent power, are based on individual traits. In contrast, coercive power is based on the threat of punishment rather than the.

80. (B) Task group
A task group is a temporary alliance of individuals from different areas who are brought together to complete a specific job or project. Unlike command groups, which are permanent and based on the hierarchy, task groups are formed for a particular purpose and usually dissolve once the objective is achieved. This structure allows organizations to leverage diverse expertise to solve complex.

81. (B) Physiological → Safety → Social → Esteem → Self-Actualization
Maslow's hierarchy of needs proposes that individuals are motivated by five levels of needs arranged in a pyramid. At the base are physiological needs, followed by safety, social, and esteem needs. At the top is self-actualization, the drive to reach one's full potential. According to Maslow, lower-level needs must be satisfied before an individual can be motivated by the next.

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82. (A) Encoding
Encoding is a critical step in the communication process where the sender converts a thought or idea into a symbolic form, such as words, gestures, or images. This symbolic message is then transmitted through a channel to the receiver. Effective encoding requires the sender to consider the receiver's perspective to ensure that the message will be interpreted as intended, minimizing.

83. (C) Illusions of invulnerability and group morality
Groupthink is characterized by several symptoms that undermine effective decision-making. These include illusions of invulnerability, which lead to excessive optimism, and a belief in the group's inherent morality. Members also experience pressure to conform and often self-censor their dissenting views. Rather than exploring alternatives, the group focuses on maintaining a unified front, which can lead to disastrous outcomes by ignoring.

84. (D) Change is constant, chaotic, and unpredictable.
The 'White-Water Rapids' metaphor views organizational change as a continuous and unpredictable process occurring in a chaotic environment. In this scenario, stability is the exception rather than the rule. Managers must be highly adaptable and capable of leading their organizations through constant shifts in technology, competition, and consumer preferences. This perspective contrasts sharply with the more traditional view of change.

85. (C) Transactional leader
Transactional leaders guide followers by establishing clear goals and clarifying role requirements. They focus on the maintenance of daily operations and use a system of rewards and punishments to ensure performance. Key behaviors include monitoring for deviations and taking corrective action, a practice known as management by exception. This style is effective for maintaining stability and achieving specific, measurable results within an.

86. (B) Job Involvement
Job involvement is the degree to which an employee is psychologically connected to their

such as personality and perception, and group behaviors, such as leadership and conflict. Additionally, OB examines how organizational structures and formal processes influence how people act. While external market conditions affect the company, the internal human elements remain.

69. (C) Stereotyping
Stereotyping is a perceptual shortcut where an individual is judged based on the perceived characteristics of the group to which they belong. This process simplifies the complex world by using generalizations about race, gender, age, or profession. However, in organizations, stereotyping can lead to unfair treatment and biased decision-making, as it ignores the unique qualities and actual performance of the individual.

70. (B) Cognitive, Affective, and Behavioral
Attitudes are complex constructs made up of three essential parts. The cognitive component involves the beliefs or information a person holds. The affective component is the emotional feeling associated with those beliefs. Finally, the behavioral component is the intention to act in a certain way based on those thoughts and feelings. Understanding these components helps explain why employees think, feel, and.

71. (D) A is false but R is true.
Group cohesiveness does not always guarantee high productivity. While members of a cohesive group are strongly committed to each other, their performance depends on the group's alignment with organizational goals. If a highly cohesive group has low performance norms, they will collectively work toward lower output. Therefore, high productivity only occurs when high cohesiveness is coupled with strong, positive performance.

72. (A) Participative
Path-Goal Theory identifies four leadership styles that a leader can use depending on the situation. A participative leader involves subordinates in the decision-making process by consulting with them and taking their ideas into account before making a final choice. This style increases employee commitment and ensures that those who are most affected by a decision have a voice in how.

73. (C) Informal communication
The grapevine represents the unofficial, informal communication network that exists in every organization. It operates outside the formal hierarchy and transmits information through social interactions and rumors. While management cannot control the grapevine, it is a significant source of information for employees. Understanding its flow can help managers identify employee concerns and address misinformation by providing accurate information.

74. (B) P-3, Q-1, R-2, S-4
Organisational Development uses various intervention techniques to improve effectiveness. Survey feedback uses questionnaires to identify perception gaps. Process consultation involves a consultant helping clients understand and act on internal events. Team building focuses on high-interaction activities to improve cooperation. Intergroup development aims to change the attitudes and stereotypes different groups hold about each other. Each technique targets specific areas for.

75. (D) Conscientiousness
Among the Big Five personality traits, conscientiousness is the most consistent predictor of job performance across various occupations. This is because conscientious individuals are dependable, organized, and persistent. Their strong sense of responsibility and drive for achievement make them valuable assets in any professional role. While other traits like extraversion or openness are important for specific jobs, conscientiousness provides a.

76. (B) Ignore the inequity and work harder.
Equity theory suggests that individuals are motivated by fairness and will take action to resolve perceived inequities. When an employee feels under-rewarded compared to others, they might reduce their effort, seek higher pay, or change their frame of reference. It is highly unlikely that an individual would simply ignore the unfairness and increase their workload, as the psychological tension created.

77. (C) Self-Monitoring

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occurs. This approach is most effective when an individual is learning a new task, as it establishes a clear and immediate link between the action and the positive consequence. While it leads to rapid learning, the behavior may quickly stop if the reinforcement is withdrawn, making.

96. (B) Referent Power
Referent power is a form of personal power that develops out of admiration for another person. It occurs when followers identify with a leader because of their desirable traits, charisma, or personal reputation. This type of power allows a person to influence others without the need for formal authority or rewards, as people naturally want to please and emulate.

97. (B) Self-efficacy
Self-efficacy is an individual's belief in their own capability to successfully perform a specific task or achieve a goal. This psychological construct is a major driver of motivation and performance. Individuals with high self-efficacy are more likely to take on challenging assignments and persist in the face of difficulties. Unlike self-esteem, which is a general sense of self-worth, self-efficacy.

98. (A) Groupthink
While high group cohesiveness often leads to positive outcomes like satisfaction and better communication, it can also have dysfunctional consequences. When members become too focused on maintaining group harmony, they may fall into groupthink. In this state, the pressure to conform prevents critical analysis and dissenting opinions, leading to biased decision-making and a failure to consider alternative viewpoints or.

99. (C) Delegating (Low Task, Low Relationship)
Situational Leadership Theory suggests that the most effective leadership style depends on the readiness and competence of the followers. When dealing with a team that is both highly competent and motivated, the delegating style is most appropriate. This involves giving the team autonomy to make decisions and complete tasks with minimal supervision, allowing them to use their expertise while the.

100. (D) Stress
Stress is the body's non-specific response to any demand placed upon it. It can manifest as physiological changes, like increased heart rate, or psychological reactions, such as anxiety. In an organizational context, stress often arises from heavy workloads, tight deadlines, or role conflict. While some stress can be motivating, chronic or excessive stress leads to burnout and health problems, making.

101. (C) Transformational Leader
Transformational leaders go beyond simple exchanges by inspiring their followers to achieve extraordinary outcomes. They provide a compelling vision and foster an environment of intellectual curiosity and individualized support. By acting as mentors and role models, they motivate employees to transcend their personal interests for the good of the organization. This style is particularly effective during times of significant change or organizational.

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102. (B) Power is informal, while authority is formal.
Power is the general capacity to influence others, and it can be exercised through personal traits like expertise or charisma, often in an informal manner. In contrast, authority is the legitimate right to command that is officially granted by an organization's formal hierarchy. While a manager has both, an informal leader may have significant power without having any formal.

103. (A) Both A and R are true and R is the correct explanation of A.
Individuals with an internal locus of control believe that their own actions and hard work determine the outcomes they experience. This belief system leads them to take more initiative, exert more effort, and persist longer when faced with challenges. Because they feel personally responsible for their success, they typically exhibit higher levels of job performance and satisfaction compared to those.

104. (A) Negative Reinforcement
Negative reinforcement involves the removal of an unpleasant stimulus following a desired behavior, which increases the likelihood of that behavior being repeated. When a manager stops criticizing an employee after seeing performance improvements, the removal of the criticism serves as a reward. This encourages the employee to maintain their high performance to avoid the return of the negative stimulus in the.

105. (C) P-1, Q-3, R-4, S-2
Communication barriers take many forms. Filtering occurs when a sender manipulates information to make it more favorable. Selective perception involves the receiver seeing what they want based on personal bias. Information overload happens when the amount of data exceeds processing capacity. Language barriers arise when words have different meanings for different people. Understanding these barriers is essential for improving the accuracy.

106. (A) Norming
The norming stage is the third phase of group development, where members begin to resolve their differences and establish common standards of behavior. During this period, close relationships are formed, and a strong sense of group identity and cohesiveness emerges. As the group structure solidifies and expectations become clear, the team is better prepared to focus on task performance in.

107. (D) Respect for people and humanistic values
Organisational Development is founded on a set of core humanistic values that emphasize the importance of the individual. These values include respect for people, trust and support, power equalization, and open confrontation of problems. OD practitioners believe that organizations are most effective when they prioritize the growth and well-being of their members and foster a collaborative environment based on mutual.

108. (B) The way individuals interact with each other in social settings.
Interpersonal behavior is the study of how people relate to and communicate with one another within a social or professional context. It focuses on the dynamics of social interaction, including how individuals influence each other's thoughts, feelings, and actions. In organizations, understanding these behaviors is fundamental to building effective teams, resolving interpersonal conflicts, and developing the leadership skills necessary.

109. (B) I, III, and V only
The OB model identifies several independent variables that operate at different levels. At the individual level, the focus is on personal characteristics that influence workplace behavior. These include personality, perception, and motivation. Other factors like group norms and organizational culture are considered variables at the group and organizational levels, respectively. By studying these individual variables, managers can better predict and influence.

110. (D) Trait Theory
Trait theory is built on the belief that leadership ability is tied to specific personal qualities and characteristics. This perspective suggests that effective leaders are born with certain attributes, such as intelligence, conscientiousness, and integrity, that naturally differentiate them from followers. While modern leadership research considers behavior and context, the focus on inherent traits remains a significant historical foundation for.

111. (A) A group of employees from different departments who regularly eat lunch together.
Informal groups are social alliances that are not officially structured or determined by the organization. They emerge naturally within the work environment to satisfy the social needs of members. Examples include interest groups or friendship groups, such as colleagues who bond over shared hobbies or lunch breaks. While these groups are not part of the formal hierarchy, they significantly influence.

112. (B) Organisational Commitment
Organisational commitment is an attitude that reflects an employee's emotional attachment to and identification with their company. It involves a strong belief in the organization's goals and a desire to remain a member. High levels of commitment are associated with lower turnover and absenteeism. Commitment can be driven by a genuine like for the company, the costs of leaving, or.

113. (B) Stabilizing the change by balancing driving and restraining forces.
Refreezing is the final stage of Lewin's change model, aimed at making the new state permanent. This involves reinforcing the new behaviors through rewards, policies, and formal structures so that they become the standard way of operating. By ensuring that the change is integrated into the organization's culture,

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refreezing prevents individuals from reverting to old habits and ensures that the.

114. (A) An evaluative statement about an object, person, or event.
An attitude is a psychological tendency expressed by evaluating a particular entity with some degree of favor or disfavor. These evaluative statements reflect how an individual feels about various aspects of their environment, such as their job, their colleagues, or company policies. Attitudes are important because they shape how employees perceive their work and directly influence their behavior and performance.

115. (A) Both Statement I and Statement II are true.
Clayton Alderfer's ERG theory is a well-known modification of Maslow's hierarchy of needs. It simplifies Maslow's five categories into three core needs: Existence, Relatedness, and Growth. Unlike Maslow's rigid hierarchy, ERG theory suggests that more than one need can be active at the same time and that a frustration-regression dimension exists, where an individual may revert to lower-level needs.

116. (D) Legitimate power
Power bases are divided into formal and personal categories. Personal power comes from an individual's unique characteristics and includes expert power, referent power, and charisma. These are independent of an individual's rank. In contrast, legitimate power is a form of formal power that is granted by the organization and is tied strictly to the individual's position in the official hierarchy.

117. (C) Cognitive component
The cognitive component of an attitude represents the beliefs, knowledge, and opinions an individual holds about a specific subject. When a manager measures employees' beliefs about a new policy, they are assessing this intellectual segment. This component provides the logical foundation for the attitude, which then leads to emotional reactions and behavioral intentions, making it a key starting point.

118. (B) Decision-making
Decision-making is the cognitive process of identifying a problem and selecting the best course of action from among several alternatives. It is a central activity for managers and employees alike, influencing everything from daily tasks to long-term organizational strategy. Effective decision-making requires accurate information, logical analysis, and an understanding of the potential consequences of each choice within the organizational.

119. (D) Shares information and makes decisions within an area of responsibility.
A work group differs from a work team in its purpose and synergy. In a group, members primarily interact to share information and help each other perform within their individual areas of responsibility. There is no requirement for collective work that produces positive synergy. In contrast, a work team coordinates effort to achieve a level of performance that is greater than.

120. (A) An individual is confronted by divergent role expectations.
Role conflict occurs when an individual is faced with conflicting expectations from different people or groups within the organization. For example, a manager may feel pressure from superiors to increase productivity while simultaneously facing demands from employees for better working conditions. This situation creates significant psychological stress, as the individual finds it difficult to satisfy one set of expectations without.

121. (B) I, II, and IV only
Effective strategies for managing resistance to change include education, communication, and participation. These methods build trust and reduce uncertainty. Manipulation and co-optation are also used to gain support, though they are less transparent. In contrast, coercion is a forceful approach that can lead to long-term resentment and is generally considered less ethical. Organizations should prioritize collaborative methods to ensure.

122. (A) View work as being as natural as rest or play.
Douglas McGregor's Theory Y presents a positive view of human nature. Managers who follow this theory believe that employees are inherently motivated, seek responsibility, and can exercise self-direction. This perspective suggests that if the work environment is supportive, individuals will

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specific work tasks. Individuals with high job involvement identify strongly with their job and consider their performance a central part of their self-worth. This attitude is distinct from job satisfaction, as it focuses more on the cognitive commitment and active participation in work rather than general.

87. (D) Education, communication, and participation
To successfully overcome resistance to change, managers should use inclusive and informative strategies. Educating employees about the need for change and communicating clearly can reduce uncertainty and fear. Furthermore, involving employees in the change process through participation gives them a sense of ownership and allows them to provide valuable input. These ethical approaches build trust and ensure a smoother.

88. (A) Operant Conditioning
Operant conditioning is a learning theory which states that behavior is determined by its consequences. If a behavior is followed by a positive reward, it is likely to be repeated, whereas a behavior followed by a negative consequence is likely to be avoided. This principle is widely used in organizations to shape employee behavior through various reinforcement strategies, emphasizing that.

89. (C) Supportive
According to Path-Goal Theory, a supportive leader shows genuine concern for the well-being and personal needs of their subordinates. This style is particularly effective when tasks are stressful or tedious, as it helps create a more pleasant work environment and maintains employee morale. By being friendly and approachable, the leader reduces frustration and helps followers stay focused on achieving their.

90. (A) Hidden/Façade
In the Johari Window model, the hidden or façade quadrant contains information that an individual knows about themselves but chooses not to share with others. This can include personal secrets, fears, or specific opinions. Reducing this quadrant through selective self-disclosure can improve trust and communication in professional relationships, as it allows others to understand the individual's true motivations and perspectives.

91. (A) IV, II, I, III, V
Most groups follow a predictable five-stage sequence of development. It starts with forming, where members get acquainted. This is followed by storming, a period of conflict over roles and leadership. Once these issues are resolved, the group enters the norming stage, building cohesiveness. The group then becomes fully functional in the performing stage. Finally, temporary groups go through.

92. (B) Initiates a message by encoding a thought.
The sender is the source of communication who begins the process by selecting a concept to share. They must then encode this thought into a symbolic message that can be transmitted through a selected channel. The sender's effectiveness depends on their ability to choose appropriate symbols and a medium that will accurately convey the intended meaning to the receiver, while.

93. (C) Command and Control
Organisational Development is based on humanistic and democratic values, focusing on employee participation and collaboration. Techniques like survey feedback, process consultation, and team building are designed to empower employees and improve relationships. In contrast, command and control is a traditional, top-down management approach based on formal authority and strict hierarchy. This method is inconsistent with the principles.

94. (D) Statement I is false, but Statement II is true.
The Big Five model is a well-established psychological framework used to categorize and understand human personality traits. It is not a theory of motivation, although an individual's personality does influence what motivates them. The model identifies five key dimensions—extraversion, agreeableness, conscientiousness, emotional stability, and openness—that provide a comprehensive view of a person's disposition and predictable behavior patterns.

95. (A) Continuous reinforcement
Continuous reinforcement is a schedule where a desired behavior is rewarded every single time it

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unique ways an individual reacts and interacts with others. Learning is the process of achieving a relatively permanent change in behavior through experience. Together, these elements provide the foundation for understanding how individuals.

132. (D) Increasing driving forces and decreasing restraining forces.
Unfreezing is the first step in Lewin's change model, designed to break the inertia of the status quo. To achieve this, management must either increase the driving forces that push for change or decrease the restraining forces that resist it. By creating a sense of urgency and addressing employee concerns, the organization prepares its members to accept and implement the.

133. (C) Equity Theory
Equity theory proposes that employees compare the ratio of their job inputs and outcomes to those of relevant others. If they perceive an imbalance, they experience tension and are motivated to restore equity. This might involve changing their level of effort, attempting to change their rewards, or adjusting their perception of the situation. This social comparison is a powerful.

134. (A) I, II, IV, and V only
Group dynamics involve several key principles. Cohesiveness relates to member attraction, while social loafing is the reduction of individual effort in groups. Norms are shared standards that guide behavior. Groups typically follow a developmental sequence where issues must be resolved before reaching high performance. Importantly, groupthink is a negative phenomenon that hinders decision-making by suppressing dissent and critical.

135. (D) An individual's belief about whether events are controlled by themselves or by outside forces.
Locus of control is a personality trait that describes how individuals attribute the causes of events in their lives. Those with an internal locus of control believe they are responsible for their own destiny, while those with an external locus of control believe that outcomes are determined by luck, chance, or powerful others. This belief significantly impacts how employees approach.

136. (D) Statement I is false, but Statement II is true.
Leadership and management are distinct but complementary processes. Management is primarily concerned with maintaining order, consistency, and efficiency in complex organizations. In contrast, leadership is focused on coping with change, creating a vision, and inspiring followers to achieve long-term goals. While many managers are also leaders, the two concepts are not identical and require different sets of skills to.

137. (C) Practicing time-management techniques.
Individual approaches to managing stress empower employees to take control of their own well-being. Time-management techniques, such as prioritizing tasks and setting realistic deadlines, help individuals reduce the feeling of being overwhelmed by work demands. Other personal strategies include regular exercise and relaxation training. While the organization may provide support, the success of these methods depends on the individual's.

138. (A) Expert Power
Formal power is derived from an individual's position within the organizational hierarchy. Its bases include coercive power, reward power, and legitimate power, all of which are granted by the organization. Expert power, however, is a form of personal power based on an individual's unique knowledge or skills. It remains with the person regardless of their formal rank, making it.

139. (A) Both A and R are true and R is the correct explanation of A.
Organisational behavior is inherently multi-disciplinary because human behavior is too complex to be understood through a single lens. It integrates psychological theories of individual behavior, sociological studies of group dynamics, and anthropological insights into organizational culture. By drawing from these diverse fields, OB provides a holistic and comprehensive understanding of the factors that influence performance and employee well-being in a.

140. (B) Recognition
According to Herzberg's Two-Factor Theory, motivators are intrinsic factors that lead to job satisfaction and psychological growth. Recognition for a job well done is a classic motivator that encourages employees to excel.

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naturally want to perform well and contribute to organizational goals. This approach encourages participative management and employee empowerment rather.

123. (D) Acting as a formal channel for policy announcements.
The grapevine is an informal communication network that serves several social and psychological functions, such as relieving anxiety and helping employees interpret management actions. However, it is never used as a formal channel for official policy announcements, which are transmitted through the organization's recognized hierarchy. While it is a powerful source of information and rumors, its unofficial nature.

124. (B) Adjourning
Adjourning is the final stage of development for temporary groups, such as task forces or project teams. This stage occurs when the group's objectives have been met and the members prepare to disband. The focus shifts from high task performance to wrapping up activities and saying goodbye. Members may experience varied emotions, including pride in their achievements or sadness.

125. (C) All individuals are motivated by the same factors.
Motivation is a complex and highly individualized process. Factors that drive one employee, such as a desire for financial rewards, may not be effective for another who prioritizes work-life balance or personal growth. Effective managers must recognize these individual differences and tailor their motivational strategies to meet the diverse needs and values of their workforce to ensure maximum.

126. (D) An individual's propensity to defer to others.
Agreeableness is a Big Five personality dimension that describes an individual's tendency to be cooperative, warm, and trusting. People who score high in agreeableness are typically empathetic and strive for harmony in their professional relationships. They are likely to defer to others to avoid conflict and build positive social bonds. This trait is especially beneficial in roles that require.

127. (A) I, IV, II, III
Leadership research has progressed through several distinct phases. It began with Trait Theories in the early 20th century, followed by the Ohio State behavioral studies in the 1940s. Fiedler's Contingency Model introduced the importance of situational factors in the 1960s. Finally, Transformational Leadership gained prominence in the late 1970s and 1980s. This evolution reflects an increasing understanding of leadership.

128. (B) Referent power
Referent power is based on the identification with a person who possesses desirable traits or resources. When a popular celebrity endorses a product, the company is leveraging the celebrity's influence and the public's desire to be associated with them. This personal form of power allows the celebrity to influence consumer behavior because of the admiration and respect they.

129. (B) How employees' attitudes are formed and can be changed.
Learning is a fundamental process that explains how individuals acquire and modify their behaviors and attitudes over time. In an organization, learning occurs through experience, observation, and reinforcement. By understanding how people learn, managers can design training programs, implement effective reward systems, and shape a corporate culture that encourages the development of positive workplace attitudes and high levels of.

130. (A) Normative Commitment
Normative commitment is a component of organizational commitment where an employee feels a moral or ethical obligation to stay with their employer. This sense of duty often stems from the belief that the organization has invested in them or that leaving would be wrong. Unlike affective commitment, which is based on emotional attachment, normative commitment is driven by a.

131. (A) P-3, Q-4, R-2, S-1
Key concepts in organizational behavior are defined by their specific focus on human dynamics. Perception involves interpreting sensory information, while attitudes are evaluative statements. Personality refers to the

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The choice of channel is critical because different media have varying levels of richness and can significantly impact how clearly and.

150. (D) Statement I is false, but Statement II is true.
Stress is not an exclusively negative force. While chronic or excessive stress (distress) is harmful, moderate levels of positive stress (eustress) can actually enhance motivation and performance on challenging tasks. Eustress provides the necessary energy and focus to overcome obstacles and achieve goals. Therefore, the goal of management is not to eliminate stress entirely, but rather to manage.

151. (D) Strive for friendship and prefer cooperative situations.
According to McClelland's Theory of Needs, individuals with a high need for affiliation are motivated by social relationships and the desire to be liked by others. They prioritize harmony and cooperation over competition and seek roles that allow for frequent social interaction. While they are excellent team players, they may find it difficult to make tough decisions that could.

152. (A) Social Learning
Social learning theory posits that people can learn new behaviors through the observation and imitation of others. This process involves four key components: attention, retention, reproduction, and reinforcement. In organizations, social learning is a powerful tool for training and development, as employees learn not only from formal instruction but also by observing the actions and outcomes of their colleagues.

153. (C) Watches and searches for deviations from rules and standards, then takes corrective action.
Management by exception (active) is a transactional leadership behavior where the leader maintains close supervision over subordinates. The leader actively monitors work performance to identify any deviations from established rules or standards and intervenes immediately to correct the problem. This approach is focused on maintaining consistency and ensuring that organizational requirements are met through direct oversight and a system of.

154. (A) It is the legitimate right to command.
Authority is a specific type of power that is officially recognized by an organization and tied to an individual's formal position. It represents the legitimate right of a person to give orders and expect compliance from others. Unlike personal power, which is based on individual traits, authority is vested in the organizational structure itself, ensuring that commands are followed.

155. (D) Storming
Kurt Lewin's Three-Step Model of Change consists of unfreezing, moving, and refreezing. These steps provide a structured approach to managing organizational transitions. Storming, however, is the second stage of group development in the five-stage model, characterized by conflict and competition for roles. While both models address group and organizational dynamics, storming is not part of Lewin's framework for managing.

156. (B) Cognitive component
The cognitive component of an attitude represents the beliefs, information, or opinions that an individual holds. Stating that "violence is wrong" is a cognitive evaluation based on a person's knowledge and values. This intellectual foundation then leads to emotional feelings and behavioral intentions. Understanding this component is crucial for managers, as providing new information or correcting false beliefs can.

157. (C) P-3, Q-1, R-4, S-2
Leadership theories emphasize different aspects of the leadership process. Path-goal theory focuses on how leaders assist followers in reaching their goals. Fiedler's model suggests that effectiveness depends on the match between style and situational control. Situational leadership theory emphasizes the readiness of followers. Trait theory focuses on the inherent qualities of the leader. Each model provides unique insights into.

158. (D) Family and personal financial problems
While many stressors originate within the workplace, individuals also experience extra-organizational stress from their personal lives. Problems related to family dynamics, health issues, or personal financial difficulties can significantly impact an employee's performance and well-being at work. These external pressures are often brought into the

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conflict. While it can be destructive, moderate levels of stress can also be.

213. (C) Statement I is true, but Statement II is false.
Power and authority are distinct concepts. Power is the general capacity to influence others, which can be derived from personal expertise or charisma, meaning it can exist without formal authority. In contrast, authority is specifically the legitimate right to command that is officially granted by an organization. While an individual can have authority without the actual power to influence others.

214. (B) Modeling or Social Learning
Modeling is a core process in social learning theory where individuals learn new behaviors by observing and imitating others. This process is highly effective in organizations for teaching social norms, professional skills, and organizational culture. By observing the actions and outcomes of successful colleagues and leaders, employees can acquire complex behaviors without the need for direct experience or trial and.

215. (D) Legitimate Power
Legitimate power is a form of formal power that is officially granted to an individual by an organization's hierarchy. It represents the recognized authority of a manager to give orders and expect compliance based on their position. Employees follow these commands because they accept the legitimacy of the formal rank. This type of power is essential for maintaining order and.

216. (A) Productivity, Absenteeism, Turnover, and Job Satisfaction.
In the study of organizational behavior, several key dependent variables are monitored to assess organizational health and performance. Productivity measures the efficiency and effectiveness of work, while absenteeism and turnover reflect employee withdrawal. Job satisfaction is a primary attitude that influences these behaviors. By understanding the factors that affect these variables, managers can take steps to improve organizational outcomes.

217. (A) II, I, IV, III, V
Action research follows a systematic, five-step cyclical process for managing organizational change. It begins with the diagnosis of the problem, followed by a careful analysis of the data. Feedback is then shared with the organization to develop a plan. The next step is taking the necessary action, followed finally by an evaluation of the results to determine the effectiveness.

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218. (A) Behaviour has certain causes that can be identified and studied.
The principle that human behavior is "caused" is a fundamental assumption in organizational behavior. it suggests that behavior is not random but is the result of specific internal and external factors. By identifying these causes, managers and researchers can better understand, predict, and influence how people act in the workplace. This systematic approach allows for the development of effective.

219. (D) An employee submits a progress report to their supervisor.
Upward communication involves the flow of information from lower levels of the organizational hierarchy to higher levels. Its primary purpose is to provide management with feedback on progress, report problems, and offer suggestions for improvement. Examples include performance reports, employee surveys, and formal grievances. This upward flow is essential for keeping managers informed about the daily operations and concerns of.

220. (A) Both A and R are true and R is the correct explanation of A.
Charisma is a powerful personal trait that can significantly enhance a leader's effectiveness. It is a form of referent power that inspires followers to identify with the leader's vision and exert extraordinary effort. Charismatic leaders are often able to communicate high expectations and instill a sense of confidence in their followers, leading to higher levels of performance and organizational commitment.

221. (C) Highlighted the importance of social factors and human relations in the workplace.
The Hawthorne Studies were a landmark series of experiments that fundamentally changed the understanding of organizational behavior. They demonstrated that social and psychological factors, such as group norms and individual

168. (A) Improve organizational effectiveness and employee well-being through planned change.
The overarching goal of Organisational Development is to enhance both the organization's performance and the quality of work life for its members. By using behavioral science knowledge to implement planned changes, OD interventions aim to improve communication, foster collaboration, and build a culture of continuous learning. This dual focus ensures that the organization can achieve its strategic objectives while.

169. (A) Both Statement I and Statement II are true.
Power and leadership are closely related but distinct concepts. Power is the general capacity or potential to influence others, while leadership is the actual process of exercising that influence toward the achievement of specific goals. It is possible for an individual, such as a technical expert, to have significant power without being in a formal leadership role. Understanding the difference.

170. (A) Increase trust and openness among team members.
Team building is a widely used OD intervention that focuses on improving the interpersonal relationships and collaborative skills of group members. Through high-interaction activities, the goal is to build trust, increase openness, and clarify roles and responsibilities. By addressing the social and emotional dynamics of the team, these interventions help members work together more effectively and achieve a higher.

171. (D) Job security
The Job Characteristics Model identifies five core dimensions that make work more motivating: skill variety, task identity, task significance, autonomy, and feedback. These dimensions are designed to create meaningfulness, responsibility, and knowledge of results for the employee. While job security is an important factor for general job satisfaction and employee well-being, it is not one of the five core.

172. (B) Feedback
Feedback is the final and essential link in the communication process. it allows the sender to determine whether the message was received and understood as intended. By providing a response, the receiver confirms the accuracy of the communication and allows for any necessary clarifications. Effective feedback ensures that the communication loop is closed and that information transfer has been successful.

173. (C) Continuance Commitment
Continuance commitment is a form of organizational commitment based on the perceived economic and social costs of leaving. An employee who remains with a company primarily because they cannot afford to quit or because they would lose valuable benefits is exhibiting this type of commitment. Unlike affective commitment, which is driven by liking the job, continuance commitment is motivated by.

174. (D) Attitude: A predisposition to respond in a consistently favorable or unfavorable manner.
Attitude is correctly defined as a psychological tendency that reflects how an individual evaluates various people, objects, or events. These predispositions are evaluative in nature and directly influence an individual's behavioral intentions. Other concepts like personality, perception, and learning address different aspects of human behavior, such as stable traits, the interpretation of sensory data, and the acquisition of new behaviors.

175. (A) I, II, III, and IV only
Resistance to organizational change can stem from individual or organizational sources. Individual sources are personal and include things like habit, the need for security, economic concerns, and fear of the unknown. People naturally seek stability and may feel threatened by shifts that disrupt their routines or livelihood. Structural inertia, in contrast, is an organizational-level source of resistance that involves built-in.

176. (B) Path-Goal Theory
Path-Goal theory suggests that a leader's primary responsibility is to clear the path for their followers by providing the necessary support and resources. The leader adapts their style—whether directive, supportive, participative, or achievement-oriented—to the specific needs of the subordinates and the work environment. By ensuring that goals are attainable and rewards are meaningful, the leader motivates followers to.

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professional environment, making it important for organizations to recognize the holistic nature of.

159. (A) Sociology
Sociology is a primary contributing discipline to organizational behavior that focuses on the study of people in relation to their social environment or culture. It provides essential insights into group dynamics, organizational structure, communication patterns, and power relationships. By analyzing how social structures influence individual and group behavior, sociology helps managers understand the complex social systems that exist within professional.

160. (A) Both A and R are true and R is the correct explanation of A.
Communication is the lifeblood of any organization, serving multiple vital functions. It acts as a control mechanism for member behavior and is a key tool for fostering motivation through goal setting and feedback. Furthermore, it provides an outlet for emotional expression and is the primary means by which information is shared to facilitate effective decision-making. Without comprehensive communication.

161. (B) Problem-solving team
Problem-solving teams are temporary groups formed specifically to address a particular issue or improve a specific process within an organization. They typically meet for a few hours each week to discuss concerns and make recommendations to management. While these teams do not usually have the authority to implement their own suggestions, they provide a valuable platform for employee participation and.

162. (A) Halo Effect
The halo effect is a perceptual bias where an observer's general evaluation of an individual is heavily influenced by a single trait. For example, if an employee is exceptionally punctual, a manager might also assume they are highly competent in all other areas, even without evidence. This cognitive shortcut can lead to inaccurate performance appraisals and biased decision-making, as it.

163. (C) Affective commitment
Affective commitment is the strongest form of organizational commitment, characterized by an employee's emotional attachment to and genuine identification with the company's goals and values. Employees with high affective commitment stay with the organization because they want to, rather than because they feel they have to. This type of commitment is associated with higher job performance, increased citizenship behavior.

164. (B) I, II, and III only
Organisational behavior is an applied behavioral science that uses systematic study to understand human dynamics at multiple levels. It is characterized by a contingency approach, which suggests that the most effective behaviors and management styles depend on the specific situation. Unlike pure sciences, OB recognizes that there are few universal absolutes, as human behavior is influenced by a complex.

165. (C) Task identity
Task identity is a core job dimension in the Job Characteristics Model that measures the degree to which a job requires the completion of a "whole" and identifiable piece of work. Jobs with high task identity allow employees to see a visible outcome of their efforts from beginning to end. This sense of completion increases the meaningfulness of the work, which.

166. (B) Fixed-ratio
A fixed-ratio schedule of reinforcement provides a reward after a specific and constant number of desired behaviors. In a sales context, receiving a commission for every car sold is a perfect example. This schedule typically leads to high and steady rates of performance, as employees are motivated to complete the required number of actions as quickly as possible to obtain.

167. (D) It is formed to meet social needs.
Informal groups are spontaneous social alliances that emerge within the formal structure of an organization. Their primary purpose is to satisfy the social and psychological needs of members, such as friendship, support, and a sense of belonging. Unlike formal groups, they are not designated by management and do not have officially appointed leaders, yet they play a powerful role.

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186. (A) Ability
Motivation is defined by three key components of effort: intensity, direction, and persistence. Intensity refers to how hard a person tries, direction ensures effort is aligned with organizational goals, and persistence is how long the effort is maintained. While ability is a critical factor for successful job performance, it is considered a separate construct from motivation, as it relates to.

187. (D) It encompasses the study of individuals, groups, and the organization as a whole system.
The scope of organizational behavior is broad and multi-dimensional, analyzing human dynamics at multiple levels. It begins with the individual, examining traits like personality and motivation. It then moves to the group level, exploring leadership and conflict. Finally, it addresses the organization as a whole system, looking at culture and structure. This comprehensive approach provides a holistic understanding of.

188. (A) P-4, Q-2, R-1, S-3
Major motivation theories have been proposed by several prominent psychologists. Abraham Maslow developed the Hierarchy of Needs, while Frederick Herzberg introduced the Two-Factor Theory. Douglas McGregor proposed Theory X and Theory Y, and Clayton Alderfer developed the ERG Theory. Each of these frameworks offers a unique perspective on the factors that drive human behavior and satisfy personal needs in the.

189. (C) Burnout
Burnout is a serious condition resulting from chronic workplace stress that has not been successfully managed. It is characterized by three dimensions: feelings of energy depletion or exhaustion, increased mental distance from one's job, and reduced professional efficacy. Burnout is a significant issue for both individuals and organizations, leading to decreased performance, higher turnover, and a wide range of physical and.

190. (B) Both Statement I and Statement II are false.
Authority and power are distinct concepts that are often misunderstood. Authority is specifically the legitimate right to command that is granted by an organization's formal structure. In contrast, power is the general ability to influence others, which may or may not be based on formal authority. Therefore, both statements are incorrect as they transpose the definitions of these two fundamental organizational.

191. (A) The attractiveness or importance of the potential outcome or reward.
In Vroom's Expectancy Theory, valence represents the personal value or importance an individual places on a potential reward. It reflects the degree to which an outcome is desirable or undesirable. Because different people have different needs and values, the same reward can have high valence for one employee and low valence for another. Valence is a critical component in determining.

192. (B) High turnover and increased industrial relations problems
When stress is widespread within an organization, it manifests through various collective symptoms. High rates of employee turnover and absenteeism are common indicators of a stressful work environment. Additionally, increased conflict and industrial relations problems can occur as collective tension rises. These organizational symptoms of stress lead to reduced productivity and higher administrative costs, making it essential for management to.

193. (B) Openness to Experience
Openness to experience is a Big Five personality dimension that describes individuals who are creative, curious, and artistically sensitive. People who score high in this trait are often intellectually inclined and enjoy novelty and variety in their work. This characteristic is especially valuable in roles that require innovation and the ability to adapt to new ideas and changing environmental conditions.

194. (A) All of the above
Managers can use a variety of techniques to overcome resistance to organizational change. Education and communication help reduce uncertainty, while participation and involvement build commitment. Manipulation and co-optation can also be used to gain support, although they carry ethical risks. By employing a combination of these strategies, organizations can address the diverse concerns of their employees and facilitate a more.

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195. (B) I, II, and III only
Classical leadership research identified three primary styles: autocratic, democratic, and laissez-faire. An autocratic leader centralizes authority, while a democratic leader involves employees in decision-making. A laissez-faire leader provides complete freedom to the group. Contrary to common belief, no single style is always the most effective; the best approach depends on the task, the employees, and the specific situational.

196. (C) Social Psychology
Social psychology is an area of psychology that focuses on the influence of people on one another. It has made significant contributions to the study of organizational behavior, particularly in the areas of group behavior, power, politics, and conflict resolution. By analyzing how social influence and interaction shape individual and collective behavior, social psychology provides essential tools for managing.

197. (C) Social Learning Theory
Social learning theory emphasizes that individuals can acquire new behaviors through direct experience or by observing others and the consequences they face. This process involves modeling, where people learn by imitating the actions of influential figures. In the workplace, social learning is a powerful mechanism for cultural assimilation and skills development, as employees naturally look to their peers and supervisors.

198. (B) A complex interplay of individual and situational factors.
The nature of human behavior is best understood through a contingency perspective, which recognizes that behavior is influenced by both internal personality traits and external environmental factors. There are few universal absolutes in behavior, as people react differently to different situations. By acknowledging this complexity, managers can better understand the unique needs of their employees and design more.

199. (D) Individual accountability only
Work teams are characterized by positive synergy and collective performance, where the group's output is greater than the sum of individual contributions. Unlike work groups, which rely on individual accountability, teams emphasize both individual and mutual accountability for the final result. Members of a work team also possess complementary skills that they use collaboratively to achieve a common purpose and.

200. (A) Instrumentality
In Expectancy Theory, instrumentality is the belief that successful performance at a certain level will lead to a specific outcome or reward. It represents the link between performance and the consequences of that performance. For motivation to occur, an individual must believe that the organization will deliver the promised rewards if they meet their performance goals. This belief is a.

201. (C) Emotional Intelligence (EQ)
Emotional intelligence is the ability to recognize, understand, and manage one's own emotions while also influencing the emotions of others. It involves five core components: self-awareness, self-regulation, motivation, empathy, and social skills. In professional settings, high emotional intelligence is a key predictor of success, as it enables individuals to communicate more effectively, resolve conflicts, and lead teams with greater.

202. (A) Physiological issues like high blood pressure and heart disease
Excessive and prolonged stress can have severe physical consequences for individuals. When the body is constantly in a state of high alert, it can lead to chronic health problems such as high blood pressure, heart disease, and a weakened immune system. These physiological issues not only harm the individual's well-being but also lead to increased healthcare costs and reduced productivity.

203. (B) P-3, Q-4, R-2, S-1
Perceptual errors take many forms and can significantly bias judgments. Stereotyping involves judging individuals based on group perceptions, while the halo effect uses a single trait to form a general impression. The contrast effect occurs when evaluations are influenced by comparisons with others, and projection is the

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tendency to attribute one's own traits to other people. Recognizing these errors.

204. (B) The organization has built-in mechanisms to produce stability.
Structural inertia is an organizational source of resistance to change that results from established policies, formalized rules, and fixed hierarchies designed to ensure stability. These built-in mechanisms are powerful forces that resist disruption, making it difficult for the organization to implement significant alterations. To overcome structural inertia, management must actively challenge the status quo and create a more.

205. (A) Both A and R are true and R is the correct explanation of A.
Path-goal theory is based on the idea that an effective leader helps followers achieve their goals by clearing the path toward them. The theory posits that the best leadership style is contingent on the characteristics of the subordinates and the demands of the work environment. By choosing a style that fits the situation, the leader provides the necessary guidance and.

206. (D) Perceptual
Attitudes are composed of three distinct segments: the cognitive component (beliefs), the affective component (feelings), and the behavioral component (intentions). While perception is the process by which individuals interpret their environment and often influences attitude formation, it is not considered one of the three core components of an attitude itself. Understanding these three parts helps explain how attitudes are structured and.

207. (A) Communication skills
Communication skills are the most fundamental element of interpersonal behavior in an organizational context. They enable individuals to exchange information, build relationships, and coordinate their activities with others. Effective communication involves not only clear speaking and writing but also active listening and the interpretation of non-verbal cues. Without strong communication skills, individuals struggle to work collaboratively and achieve collective.

208. (A) I, II, III, and IV only
Major motivation theories provide different perspectives on human behavior. Maslow identifies a hierarchy of needs, while Herzberg distinguishes between hygiene factors and motivators. McClelland focuses on achievement, power, and affiliation. Vroom's theory emphasizes expectancy and rewards. Importantly, equity theory highlights the role of social comparisons in motivation, suggesting that people are driven by a sense of fairness relative to.

209. (B) The intention to behave in a certain way.
The behavioral component of an attitude is the specific intention an individual has to act in a certain way toward someone or something. For example, if an employee has a negative attitude toward their job, their behavioral intention might be to look for a new position. While thoughts and feelings provide the foundation, it is this behavioral segment that.

210. (A) Fiedler's Contingency Model
Fiedler's model was the first major theory to propose that leadership effectiveness depends on the interaction between the leader's style and the characteristics of the situation. Fiedler identified three situational factors: leader-member relations, task structure, and position power. The model suggests that some leaders are more effective in highly favorable or unfavorable situations, while others perform better in moderately.

211. (C) A team has a common purpose and mutual accountability, which a group may not have.
While the terms are often used interchangeably, there is a fundamental difference between a group and a team. A group is a collection of individuals who may interact, but their goals are often individual. A team, however, is characterized by a shared vision, a common purpose, and a strong sense of mutual accountability. This collective focus leads to positive.

212. (D) Stress
Stress is a dynamic condition that occurs when individuals face important opportunities or demands where the outcome is uncertain. It is the psychological and physiological tension that arises from environmental pressures. In the workplace, stress can be caused by various factors, including high workloads and role

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177. (B) Intragroup conflict and resistance.
The storming stage is a critical and often difficult period in group development where members begin to assert their individuality. This leads to conflict over roles, group structure, and the direction of leadership. While it can be counterproductive in the short term, this stage is necessary for the group to work through its differences and establish the norms and agreements.

178. (A) II, I, IV, III
The field of organizational behavior has evolved through several major paradigms. It began with Taylor's Scientific Management, which focused on efficiency. The Human Relations Movement, sparked by the Hawthorne Studies, then emphasized social factors. Later, the Systems Approach viewed organizations as interconnected parts, and finally, the Contingency Approach highlighted that the best management methods depend on specific environmental factors.

179. (C) Coercive Power
Coercive power is a type of formal power based on the threat of negative consequences. When a manager uses intimidation, such as threatening a pay cut or termination, to ensure compliance, they are exercising coercive power. This approach relies on fear and is often used to stop undesirable behaviors, although it can lead to long-term resentment and a negative.

180. (D) Communicate the truth openly and quickly through formal channels.
The most effective strategy for managing harmful rumors in the grapevine is to provide accurate and transparent information through official channels as quickly as possible. By addressing employee concerns directly and honestly, management can reduce the uncertainty and anxiety that drive rumors. Ignoring the situation or using punitive measures often backfires, while open communication builds trust and diminishes the.

181. (A) Both A and R are true and R is the correct explanation of A.
Cognitive dissonance is the psychological tension felt when there is an inconsistency between attitudes and behaviors. Humans are naturally motivated to resolve this discomfort to maintain internal harmony. This is achieved by either changing the behavior to match the attitude or altering the attitude to justify the behavior. The drive for consistency is a fundamental principle that explains how people.

182. (B) A consultant helping a client to perceive, understand, and act upon process events.
Process consultation is an OD intervention where a consultant works closely with a client to identify and address internal organizational issues. Rather than providing a direct solution, the consultant helps the client understand the human and social processes occurring within the organization, such as communication or leadership dynamics. By empowering the client to solve their own problems, this technique.

183. (D) It refers to a person's mood at a specific point in time.
Personality is a relatively stable and enduring set of traits that characterize an individual's behavior across different situations. While it is influenced by both heredity and environment, it remains generally consistent over time. In contrast, mood is a temporary emotional state that can change quickly in response to specific events. Understanding the stability of personality is crucial for predicting long-term.

184. (A) The group structure is fully functional and accepted.
Performing is the fourth stage of group development, where the team is operating at its highest level of effectiveness. Members have worked through their conflicts, established clear norms, and are now fully focused on achieving the group's goals. In this stage, the group structure is stable and supportive, allowing for a high degree of autonomy and positive synergy among.

185. (C) Diagonal communication
Diagonal communication occurs when information is exchanged between individuals at different levels of the hierarchy and in different functional areas. This type of communication is increasingly common in modern, matrix-style organizations as it bypasses traditional vertical channels and facilitates faster collaboration and information sharing. For example, a marketing manager from one office consulting with a finance manager from another.

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attention, have a greater impact on productivity than physical working conditions or financial incentives alone. This discovery led to the Human Relations Movement, which emphasized the importance of employee well-being.

222. (D) Job Satisfaction
Job satisfaction is an evaluative attitude that reflects an employee's general feeling toward their work. It is influenced by a variety of factors, including the nature of the tasks, relationships with colleagues, and the fairness of rewards. High job satisfaction is associated with increased productivity, lower turnover, and better mental health. It is a key indicator of organizational well-being.

223. (C) I, II, III, IV, and V
Trust is a complex and multi-dimensional construct that is essential for effective organizational functioning. It is built on several key dimensions: integrity (honesty), competence (skill), consistency (reliability), loyalty (protection), and openness (transparency). When these elements are present, they foster a culture of cooperation and mutual support. Managers who demonstrate these qualities are better able to lead their teams and achieve.

224. (B) The interactions, attitudes, and behaviors of people in groups.
Group dynamics is the study of the complex social processes that occur when individuals interact within a group. It explores how groups are formed, how they develop, and how they influence the behavior of their members. Key areas of focus include leadership, communication, decision-making, and conflict resolution. By understanding these dynamics, managers can build more effective teams and improve.

225. (B) Participative
A participative leadership style is characterized by the active involvement of subordinates in the decision-making process. The leader consults with team members, seeks their input, and carefully considers their suggestions before making a final choice. This approach increases employee commitment, improves the quality of decisions, and fosters a sense of ownership and empowerment. It is particularly effective when the team.

226. (A) Executing the actual modification in people, tasks, or structure.
The moving stage is the second phase of Lewin's change model, where the actual transition to the new state occurs. It involves implementing the changes in behaviors, tasks, or organizational structures that were identified during the unfreezing phase. This is a period of adjustment where individuals learn new ways of working and adapt to the new requirements of the.

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227. (C) Openness to experience
Openness to experience is a core Big Five personality dimension that describes individuals who are intellectually curious, creative, and open to novelty. People who score high in this trait enjoy exploring new ideas and are comfortable with change and variety. In the workplace, openness is a valuable asset in roles that require innovation, problem-solving, and the ability to adapt.

228. (D) An inverted-U relationship, where performance is highest at moderate levels of stress.
The relationship between stress and job performance is often described as an inverted-U curve. At very low levels of stress, performance may be low due to lack of motivation. As stress increases to a moderate level (eustress), performance reaches its peak as individuals become more focused and energized. However, beyond this optimal point, excessive stress (distress) leads to a rapid.

229. (A) Both Statement I and Statement II are true, and Statement II is the correct explanation of Statement I.
Social loafing is the tendency for individuals to exert less effort in a group than when working alone. This phenomenon is more likely to occur in larger groups because the link between an individual's effort and the group's final output becomes less clear. This diffusion of responsibility leads some members to "hide" within the group and contribute less than their.

230. (B) Stereotyping
Stereotyping is a perceptual shortcut where individuals are judged based on the perceived characteristics of the group to which they belong. While it simplifies information processing, it

often leads to biased and inaccurate judgments by ignoring the unique qualities of the individual. In organizations, stereotyping can result in unfair treatment and hinder effective teamwork, making it important for individuals to.

231. (D) Frederick Herzberg
Frederick Herzberg proposed the Two-Factor Theory of motivation, which distinguishes between hygiene factors and motivators. Hygiene factors, such as salary and working conditions, prevent dissatisfaction but do not lead to high motivation. Motivators, such as recognition and responsibility, are intrinsic to the work itself and lead to higher job satisfaction and performance. This theory highlights the importance of job enrichment.

232. (B) P-3, Q-1, R-4, S-2
Major contributors to organizational behavior have developed essential models and theories. Kurt Lewin introduced the Three-Step Model of Change, while Fiedler developed the Contingency Model of Leadership. The Johari Window is a tool for understanding interpersonal behavior and communication, and Victor Vroom proposed the Expectancy Theory of motivation. Together, these frameworks provide a comprehensive understanding of human dynamics in professional.

233. (B) Group dynamics and leadership.
Interpersonal behavior is the study of how people interact and communicate within a social or professional context. It is most critical for understanding group dynamics and leadership, as these areas are entirely dependent on the quality and nature of the relationships between individuals. By analyzing how people influence each other, managers can build more cohesive teams and develop the leadership.

234. (A) Reward Power
Power bases are divided into formal and personal categories. Formal power, which includes reward power, coercive power, and legitimate power, is granted by the organization and tied to an individual's position. Personal power, on the other hand, is derived from an individual's unique traits and includes expert power, referent power, and charisma. Understanding these sources helps managers recognize how influence.

235. (D) Education and Communication
When employees are anxious and uncertain about a complex change, the most effective strategy for overcoming resistance is education and communication. By clearly explaining the reasons for the change and the benefits it will bring, management can reduce fear and build trust. This transparent approach helps employees understand the new requirements and makes them more likely to accept and implement.

236. (B) A high degree of pragmatism, emotional distance, and a belief that ends justify the means.
Machiavellianism is a personality trait characterized by a cold and cynical view of human nature. Individuals with high Machiavellianism are pragmatic, emotionally detached, and willing to manipulate others to achieve their goals. They believe that the ends justify the means and are often highly effective in competitive environments where strategic manipulation is common. Understanding this trait is important for managing interpersonal.

237. (C) Seeking feedback to ensure the message was understood as intended.
The effectiveness of communication depends heavily on the sender's ability to ensure that their message was accurately received and decoded. Seeking feedback is the most important step in this process, as it allows the sender to confirm that the receiver's interpretation matches the original intent. By encouraging questions and responses, the sender can clarify any misunderstandings and ensure that information.

238. (A) Both A and R are true and R is the correct explanation of A.
The storming stage is a natural and necessary part of group development characterized by conflict and competition for influence. During this phase, members begin to assert their individual ideas and challenge the group's leadership and established norms. While this conflict can be disruptive, it is an essential process for resolving differences and establishing a clear structure and direction for the group.

239. (A) Intergroup Development
Intergroup development is an OD intervention aimed at improving the relationships between different departments or teams within an

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organization. It focuses on changing the negative attitudes, stereotypes, and perceptions that groups may hold about each other. Through planned activities and open communication, the goal is to increase cooperation and reduce intergroup conflict, leading to a more harmonious and effective.

240. (B) Normative
Normative commitment is a component of organizational commitment where an employee feels a moral or ethical obligation to stay with their company. This feeling often stems from a sense of duty or a belief that the organization has invested significantly in them. Unlike affective commitment, which is based on liking the job, normative commitment is driven by personal values and.

241. (A) I and III only
Organisational behavior is a systematic study of human dynamics that uses scientific methods to understand and predict behavior in the workplace. It is characterized by a contingency approach, which recognizes that the most effective behaviors and management styles depend on the specific situation. Unlike purely intuitive approaches, OB relies on evidence-based data to provide a comprehensive understanding of human behavior.

242. (A) Extinction
Extinction is a reinforcement strategy used to decrease the frequency of an undesirable behavior by withholding the positive reward that previously followed it. For example, if a manager stops laughing at an employee's inappropriate jokes, the behavior is likely to eventually stop. This approach is based on the principle that behavior that is not reinforced will eventually disappear, providing a.

243. (C) Laissez-Faire
A laissez-faire leadership style is one of non-interference, where the leader abdicates responsibility and gives the group complete freedom to make decisions and perform their work. The leader is often absent when needed and provides minimal guidance or support. While this approach can be effective with highly competent and motivated teams, it often leads to a lack of direction and.

244. (D) An external locus of control
Locus of control is a personality trait that describes how individuals attribute the causes of events in their lives. Those with an external locus of control believe that their outcomes are primarily determined by luck, chance, or powerful others, rather than their own actions. This belief system often leads to a more passive approach to work and a lower sense.

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245. (C) To explain, predict, and control human behaviour at work.
The primary goal of studying organizational behavior is to gain a systematic understanding of human dynamics in the workplace. By identifying the factors that influence how people think, feel, and act, OB provides managers with the tools to explain past behaviors, predict future actions, and influence behavior to achieve organizational goals. This scientific approach is essential for improving organizational effectiveness.

246. (A) Both Statement I and Statement II are true, and Statement II is the correct explanation of Statement I.
Learning is defined as a relatively permanent change in behavior resulting from experience, and this includes the formation and modification of attitudes. When an individual acquires new information or experiences a significant event, their evaluative judgments about objects or people can change. This internal shift in attitude is a form of cognitive learning that often leads to subsequent changes in.

247. (D) Physiological needs
According to Maslow's hierarchy of needs, physiological needs are the most basic and fundamental requirements for human survival. These include things like food, water, air, and shelter. Maslow proposed that these needs must be largely satisfied before an individual can be motivated by higher-level needs like safety or social belonging. In the workplace, this corresponds to basic salary and working.

248. (A) The structural position of an individual in the organization
The most significant difference between formal and informal power is their source. Formal power is granted by the organization and is tied strictly to an individual's position in the hierarchy. It

against the employer.
(C) A specific act of indiscipline committed by an industrial employee.
(D) Any dissatisfaction or feeling of injustice arising from employment.

15. The first step in a formal disciplinary action procedure against an employee is typically:
(A) Issuing a charge-sheet detailing the alleged misconduct.
(B) Suspension of the employee.
(C) Conducting a domestic enquiry.
(D) Final order of punishment.

16. What is the primary nature of a 'Code of Conduct' in industrial relations?
(A) A legally binding statute passed by the national parliament.
(B) A voluntary set of rules and principles to govern behavior.
(C) A judgment passed by the Supreme Court on industrial disputes.
(D) An international treaty ratified by the central government.

17. Which of the following best represents a key change in the scenario of industrial relations due to globalization?
(A) Increased job security and lifelong employment.
(B) A shift in bargaining power away from national trade unions.
(C) A decline in the importance of productivity and quality.
(D) Greater government control and regulation over industries.

18. Which of the following is a primary function of an Employers' Organisation?
(A) To represent, protect, and promote the interests of employers.
(B) To organize strikes and protests against government economic policies.
(C) To directly recruit and train workers for all member companies.
(D) To set the minimum wages for all industries in the country.

19. A Trade Union is fundamentally an association of:
(A) Employers and managers.
(B) Consumers and suppliers.
(C) Wage-earners or employees.
(D) Government officials and regulators.

20. The early evolution of the trade union movement in India was closely associated with:
(A) The establishment of multinational corporations.
(B) The implementation of computerization in offices.
(C) The rise of the services sector.
(D) The Indian national freedom movement.

21. Which of the following is considered a major problem faced by trade unions in India?
(A) Lack of political connections.
(B) Singular and unified union structure.
(C) Multiplicity of unions and inter-union rivalry.
(D) Excessive financial resources.

22. What is the primary purpose of 'Recognition of a Trade Union' by an employer?
(A) To allow the union to collect membership fees on premises.
(B) To grant it the status of a bargaining agent for negotiations.
(C) To provide the union with office space and other facilities.
(D) To make the union leaders co-owners of the company.

23. Consider the following statements about The Trade Unions Act, 1926:
1. It provides for the registration of trade unions.
2. It grants certain immunities from civil and criminal liability to registered unions.
3. It makes registration of a trade union mandatory.
4. It defines the term 'trade dispute'.

Which of the above statements are correct?
(A) 1 and 3 only
(B) 2, 3 and 4 only
(C) 1, 2 and 4 only
(D) 1, 2, 3 and 4

24. Which of the following represents an emerging role for trade unions in India's changing economic scenario?
(A) Collaborating with management on

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in understanding long-term employee behavior and fit.

257. (D) It helps in predicting work-related attitudes and behaviours.
Managers find the study of individual traits essential because these psychological profiles significantly impact workplace motivation and performance. By identifying specific characteristics such as conscientiousness or risk-taking, leadership can better predict how employees will respond to their tasks and cultural environment. This knowledge is vital for making informed decisions regarding leadership potential and fostering a high-functioning organisational climate.

258. (A) greater job satisfaction and retention.
When the psychological characteristics of an employee align closely with the specific demands of their role, it typically results in positive workplace outcomes. This synergy between the person and the job fosters higher levels of engagement and professional fulfillment. Consequently, organisations benefit from increased employee retention and a more satisfied workforce, which reduces the costs and disruptions associated with frequent turnover.

259. (C) A mix of heredity and various environmental factors.
The development of an individual's unique psychological profile is not determined by a single influence but rather by a combination of diverse factors. It results from the complex interaction between genetic inheritance and various environmental elements, such as family upbringing, social groups, and cultural background. This blend of nature and nurture ensures that while personality is stable, it reflects multifaceted life experiences.

260. (A) To achieve a better fit between the person, the job, and the organisation.
Using standardized psychological tools during the hiring process helps organisations ensure that a candidate's traits match the requirements of the role and the company's values. This strategic alignment aims to maximize collective success by leveraging individual differences effectively. By focusing on the fit between the person, the job, and the organisation, firms can enhance overall productivity and employee satisfaction.

261. (D) the perceiver's interpretation of reality.
Human conduct is not a direct reaction to objective reality but is instead based on how individuals interpret their surroundings. This cognitive process involves organizing and interpreting sensory impressions to assign meaning to the environment. Because people act based on their perceptions rather than what is objectively true, understanding these interpretations is crucial for predicting and managing behavior within an organisation.

262. (B) An individual's personal attitudes and motives.
The way an individual interprets information is heavily influenced by internal characteristics unique to the observer. Factors such as personal motives, specific interests, and pre-existing attitudes play a significant role in shaping these perceptions. These internal elements act as filters, causing different people to view the same target or situation in varied ways, which subsequently impacts their decisions and behavior.

263. (C) a relatively permanent change in behaviour due to experience.
This cognitive process involves the acquisition of new behaviors or insights through direct experience or the observation of others. It is defined by a change in an individual's behavior that remains relatively permanent over time. Rather than being an instantaneous event, it is a gradual process that continuously shapes the framework through which people perceive and interact with their environment.

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264. (D) They are mutually influential, where perceptions affect learning and learning alters perceptions.
These two cognitive processes operate in a continuous and mutually reinforcing cycle within the human mind. Initial interpretations of the environment determine what an individual learns from their experiences, while the knowledge gained through learning subsequently modifies their future perceptual frameworks. This interdependence ensures that past experiences constantly refine how a person views and approaches new situations and tasks.

265. (A) It is a source of potential bias in critical processes like performance appraisals.
The subjective nature of human interpretation can introduce significant biases into critical administrative processes such as evaluating employee performance. For instance, a manager's view might be distorted by stereotypes or specific cognitive shortcuts, leading to appraisals that do not reflect objective reality. Recognizing these perceptual influences is essential for improving the accuracy and fairness of decision-making within a professional setting.

266. (B) An evaluative judgment about an object, person, or event.
Within a professional context, this concept represents a psychological tendency expressed by evaluating a particular entity with some degree of favor or disfavor. It involves a person's beliefs, feelings, and intentions toward objects, people, or events. These evaluative judgments are crucial because they serve as precursors to behavior, reflecting an individual's internal stance and influencing how they interact with their workplace.

267. (B) The behavioural component.
This specific aspect of a person's stance involves their intent or predisposition to act in a certain way toward someone or something. While other components focus on beliefs or emotions, this part bridges the gap between internal feelings and actual conduct. It provides a clear indication of how an employee is likely to behave based on their evaluations of their environment.

268. (A) Attitude is a predisposition, while motivation is the process that energises behaviour.
While one concept serves as a predisposition or an evaluative stance, the other acts as the active force that drives an individual toward a goal. This distinction highlights that having a certain feeling about a task is different from the psychological process that initiates and sustains the effort required to complete it. Both are interconnected but represent different stages of action.

269. (C) The duration for which a person maintains effort.
This specific dimension of the motivational process describes the duration for which an individual can sustain their effort toward a particular goal. It is not just about the intensity of the initial push but the ability to stay focused and keep working despite challenges or time. This quality is essential for achieving long-term objectives and ensuring consistent performance in the workplace.

270. (D) A positive attitude can contribute to higher employee motivation.
Leadership can reasonably conclude that an employee's evaluative stance toward their job significantly influences their level of drive and engagement. When individuals hold favorable views of their work environment, they are more likely to exhibit higher intensity and persistence in their tasks. This connection underscores the importance of fostering positive feelings to enhance the overall energy directed toward goals.

271. (C) The investigation of the forces and processes within a group.
This field of study examines the internal forces and social processes that influence how a collective of individuals forms and functions. It looks at the interactions that occur within the group and how these interactions affect the overall performance and structure of the unit. Understanding these dynamics helps in managing the collective behavior and outcomes of a professional team.

272. (B) interacting and interdependent, working toward common objectives.
A collective is recognized as a specific social unit when it consists of two or more individuals who interact with one another and are interdependent. These individuals come together with the shared purpose of achieving specific objectives. This definition emphasizes that mere physical presence is not enough; there must be active interaction and a mutual reliance to achieve a common goal.

273. (D) the acceptable standards of behaviour shared by group members.
These represent the unwritten rules or acceptable standards of conduct that are shared and adopted by members of a collective. They provide a framework for what is considered appropriate behavior within the group, influencing how members interact and perform their tasks. While often informal, these standards exert a powerful

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influence on individual behavior and the overall harmony of the team.

274. (A) A strong tendency for members to conform to group norms.
When members of a collective feel a strong sense of mutual attraction and a desire to remain part of the unit, they are more likely to follow established standards. This closeness leads to higher levels of conformity, as individuals prioritize group harmony and shared expectations. Such unity can significantly impact how the group functions and adheres to its internal rules.

275. (C) the successful attainment of organizational goals through teamwork.
By effectively analyzing and guiding the forces that operate within a team, leadership can successfully direct collective efforts toward the organization's strategic objectives. This process involves managing roles, norms, and social interactions to ensure that teamwork is productive. Ultimately, understanding these social mechanics allows a firm to capitalize on the collaborative potential of its employees for better outcomes.

276. (A) the ability to influence a group to achieve a vision or goals.
This capacity involves the social influence process of directing and inspiring a collective toward a specific vision or set of objectives. It is distinct from formal power, as it relies on the ability to motivate and guide others rather than just issuing commands from a position of authority. This influence is essential for aligning individual efforts with organizational goals.

277. (D) coping with and driving change.
While one function focuses on maintaining stability and order through planning and control, the other is primarily concerned with navigating and driving organizational transformation. This proactive role involves establishing a new direction and inspiring others to move toward it, which is especially critical in fluctuating environments. It emphasizes the need for vision and adaptability over simple administrative consistency and routine.

278. (B) They develop and communicate a vision for the organization's future.
To provide a sense of purpose, a leader must create a compelling picture of what the future should look like for the organization. This involves not only formulating a strategic vision but also effectively sharing it with others to ensure alignment. By communicating these goals clearly, the leader inspires the collective to overcome obstacles and move consistently in that direction.

279. (C) From both formal positions and informal influence within a group.
The ability to influence others is not restricted to those with official titles or high-ranking positions in the hierarchy. It can stem from a person's expertise, personal charisma, or the respect they earn from their peers. Consequently, influential figures can appear at any level, providing guidance and direction through both formal roles and informal social dynamics within a workgroup.

280. (D) provide direction and energy to navigate challenges and drive success.
The core purpose of this role is to provide the necessary guidance and motivational energy required to navigate complex organizational challenges and achieve success. By establishing a clear vision and fostering a positive environment, this function drives innovation and helps the collective adapt to change. It is vital for maintaining momentum and achieving sustained excellence in a competitive business landscape.

281. (A) The transfer and understanding of meaning between people.
This fundamental process involves more than just sending data; it requires that the intended meaning is both transferred and correctly interpreted by the recipient. It encompasses the entire exchange where information moves between individuals, ensuring that everyone involved has a shared understanding. This clarity is essential for the smooth functioning of all interactions and operations within a professional environment.

282. (B) Guaranteeing financial profitability.
While the exchange of information is vital for managing duties, motivating staff, and facilitating choices, its primary purpose is not to ensure the financial success of a company directly. Instead,

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it supports the social and operational processes that might lead to such outcomes. The focus remains on coordination, emotional expression, and the sharing of knowledge required for effective teamwork.

283. (B) To check for the receiver's understanding of the message.
This component of the exchange process acts as a verification mechanism to ensure that the recipient has correctly decoded and understood the message. It allows for a response that confirms whether the intended meaning was successfully conveyed or if clarifications are needed. Without this loop, the sender cannot be certain that their information has been accurately received and processed.

284. (A) interpersonal conflict and misunderstanding.
When errors occur at any stage of the information exchange process, such as during encoding or decoding, it often results in significant misunderstandings. These failures can disrupt workflow efficiency and lead to friction between individuals. Maintaining clear channels is therefore essential to prevent the interpersonal conflicts and operational delays that arise when meaning is not shared accurately between parties.

285. (C) clarifying performance expectations and providing feedback.
The exchange of information drives effort by providing employees with a clear understanding of what they need to achieve and how they are currently performing. By offering specific feedback and clarifying goals, the process helps individuals see the path to improvement and success. This transparency ensures that energy is directed toward the right objectives, enhancing engagement and professional drive.

286. (D) authority is the right inherent in a position, while power is the capacity to influence.
While one concept represents the formal and legitimized right to issue commands based on a position in the hierarchy, the other refers to the broader capacity to influence others' behavior. One is tied to the official structure of the organization, while the other can exist independently of any formal title, often resulting from personal expertise or control over resources.

287. (C) dependence.
A significant aspect of the capacity to influence others is the degree to which one party relies on another for resources, information, or support. As this reliance increases, so does the level of influence the providing party holds. This relationship shows that influence is often a product of the structural or personal needs that exist between different individuals or groups.

288. (B) An IT specialist influencing a project's direction due to their unique technical skills.
An individual may possess the ability to sway the direction of a project or the actions of others without holding a formal managerial title. This often occurs when they have specialized knowledge or technical skills that are critical to the organization's success. In such cases, their influence is derived from their expertise rather than from a position of official command.

289. (C) the formal and legitimized right to command and expect obedience.
This term describes the social standing or influence an individual acquires through their personal interactions and network within an organization. Unlike formal rights granted by a specific job title, this type of influence is built on relationships and social connections. It reflects how informal structures can impact the way people interact and follow others outside of official reporting lines.

290. (A) A manager's authority is a source of power.
The formal rights associated with a managerial role serve as a foundational source from which a person can exercise influence over their subordinates. This legitimized position provides the necessary leverage to give orders and expect them to be followed. Therefore, the official status within the organization directly contributes to the broader capacity a manager has to shape employee behavior.

291. (D) An adaptive response to a perceived challenge or threat.
This condition is described as a person's adaptive reaction to environmental factors that they perceive as either threatening or challenging to their well-being. It typically occurs when there is uncertainty regarding an important outcome that the individual values. This dynamic state involves a perceived imbalance between the demands of

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a situation and the resources available to meet those specific demands.

292. (A) a positive form of stress that can be motivating.
This positive variation of pressure serves as a constructive force that can inspire individuals to perform at their best. Unlike negative forms of tension, it provides the motivation needed to tackle challenges and achieve professional growth. It is often associated with opportunities and demands that an individual finds exciting or beneficial, leading to increased engagement and higher levels of achievement.

293. (D) Organisational stressors related to role demands.
When an employee faces unclear expectations or conflicting demands within their professional position, they are experiencing specific types of workplace pressures. These stressors are categorized under the requirements of the job itself rather than personal or environmental factors. They can lead to significant tension and uncertainty, affecting an individual's ability to perform their duties effectively and maintain their overall well-being.

294. (B) Decreased productivity.
When the pressures of the workplace are not properly managed, they can lead to negative changes in how an employee acts, such as a noticeable drop in their output. These actions are external signs of internal strain and can include other issues like missing work more frequently. Such outcomes directly impact the overall performance and efficiency of the entire organization.

295. (C) uncertain and important.
For an individual to experience a sense of pressure or tension, they must view the situation as having a high degree of importance and a lack of certainty. If the result of a challenge is already known or if the individual does not care about the outcome, the adaptive response is unlikely to occur. Importance and doubt are key triggers.

296. (D) Alterations in people, structure, or technology.
This process involves making adjustments to the fundamental components of an organization, including its staff, its formal structure, or the technology it utilizes. Such changes are often necessary responses to external forces like new social trends or market shifts. By altering these core elements, a firm can adapt to a changing environment and maintain its overall operational effectiveness.

297. (A) As a collection of planned interventions based on humanistic values.
This approach consists of a series of systematic and pre-planned actions designed to improve how a company functions and how its employees feel. It is rooted in values that prioritize human well-being and democratic participation. By using insights from the behavioral sciences, these interventions aim to create a more effective organization that is better equipped to handle future challenges.

298. (B) Fear of the unknown and disruption of habits.
Individuals often feel hesitant or resistant toward organizational shifts because they worry about the potential negative consequences of the unknown. The disruption of established routines and familiar habits can create a sense of insecurity among the workforce. This natural psychological response stems from the uncertainty that typically accompanies any significant modification to the way work is structured or performed daily.

299. (B) improve organizational effectiveness and employee well-being.
The primary aim of these systematic interventions is to boost the overall success of the business while simultaneously enhancing the well-being of its staff. By focusing on both organizational health and employee satisfaction, these programs create a sustainable environment for growth. This dual focus ensures that the firm remains competitive and that its workforce stays engaged during times of transition.

300. (A) Its collaborative and participative nature.
This specific method of managing change is distinct because it emphasizes the importance of active participation and cooperation among all members of the organization. Rather than imposing changes from the top down, it involves employees directly in the process of planning and implementation. This inclusive strategy helps to reduce resistance and fosters a collective sense of ownership over the improvements.

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includes legitimate, reward, and coercive power. Informal or personal power, on the other hand, is derived from an individual's unique traits, such as expertise or charisma, and is independent of.

249. (D) All of the above
In the modern workplace, several powerful forces are driving the need for organizational change. A diverse workforce brings new perspectives and requirements, while technological advancements continuously reshape how work is done. Globalization has created a more competitive and fast-paced environment that requires organizations to be highly adaptable. Each of these factors necessitates that companies be proactive in managing change to.

250. (A) Organisational Change and Development
Organisational change and development is a field of study focused on how organizations can effectively adapt to new challenges and improve their performance through planned change. It involves understanding the forces for change, managing resistance, and implementing interventions that enhance both organizational effectiveness and employee well-being. By building a culture of continuous learning and adaptation, companies can ensure their long-term.

251. (B) To understand, explain, and improve the conduct of individuals and groups in organisations.
Organisational behaviour functions as a dedicated academic field focusing on the systematic investigation of how individuals and groups act within a workplace. It seeks to replace purely intuitive reasoning with rigorous, evidence-based study. By identifying the factors that influence workplace conduct, this discipline enables organisations to enhance their overall effectiveness and foster a more productive environment.

252. (A) complex and dynamic, yet generally predictable through systematic analysis.
Human actions within a professional setting are characterized as complex and dynamic rather than random or chaotic. These behaviors are influenced by diverse internal perceptions and external situational factors. When one understands how an individual perceives their environment and identifies their priorities, their conduct becomes generally predictable, allowing for systematic analysis and the use of evidence-based predictive models.

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253. (C) It is an interdisciplinary field integrating knowledge from various social sciences.
The academic scope of this discipline is remarkably broad and integrative, rather than being confined to a single viewpoint. It functions as an interdisciplinary field that draws heavily from social sciences like psychology, sociology, and anthropology. This comprehensive approach allows for a holistic model of organisational life, incorporating varied perspectives to understand the multifaceted nature of human behavior effectively.

254. (D) enhancing organisational effectiveness and performance.
The primary purpose of applying insights derived from the study of behavior is to boost the performance and success of a business entity. By utilizing systematic research instead of simple intuition, managers gain the practical tools necessary to create positive work environments. This approach helps in managing employee actions, which ultimately contributes to achieving the strategic goals of the organization.

255. (C) personal financial investments.
This field employs evidence-based methods to analyze and forecast specific workplace outcomes such as employee productivity, absenteeism, and job satisfaction levels. While it focuses on professional actions and attitudes like turnover and engagement, it does not typically extend its predictive analysis to the personal financial investments of employees. The discipline remains concentrated on factors directly impacting organisational dynamics and efficiency.

256. (B) A relatively enduring set of characteristics that shape consistent behaviour.
Personality consists of the sum of ways an individual reacts to and interacts with others in their environment. These psychological characteristics are relatively stable and enduring, creating a unique profile that distinguishes each person. Such consistent patterns of thinking, feeling, and behaving account for a person's typical reactions, making personality a key factor

explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

7. A factory manager observes a sudden and unauthorized stoppage of work by a group of employees to protest against a new work schedule. This situation is a clear application of which industrial conflict concept?
(A) Grievance
(B) Lockout
(C) Lay-off
(D) Wildcat strike

8. Industrial cooperation can be manifested in various forms. Which of the following is NOT a form of industrial cooperation?
(A) Workers deliberately slowing down production to press for a demand.
(B) Employees suggesting improvements in production processes.
(C) Joint implementation of safety protocols by management and union.
(D) Management sharing information about the company's financial health.

9. Match the following Approaches to Industrial Relations with their Core Ideas.
List I: (Approach)
P. Pluralist
Q. Marxist
R. Gandhian
S. Unitarist
List II: (Core Idea)
1. Class struggle
2. Harmonious entity
3. Negotiation
4. Trusteeship
(A) P-3, Q-1, R-4, S-2
(B) P-2, Q-3, R-1, S-4
(C) P-3, Q-2, R-4, S-1
(D) P-1, Q-4, R-2, S-3

10. Which of the following statements about bi-partitism in industrial relations is incorrect?
(A) The Indian Labour Conference (ILC) is the apex bipartite body in India.
(B) It involves discussions and negotiations between the employer and employees only.
(C) It aims to settle disputes without the intervention of a third party like the government.
(D) Works Committees are an example of a bipartite forum.

11. What is the most likely effect of a strong and effective tripartite mechanism in a country?
(A) An increase in the frequency of industrial strikes and lockouts.
(B) A decrease in the influence of trade unions in policy making.
(C) The complete elimination of collective bargaining at the enterprise level.
(D) A greater degree of consensus on labour policies and legislative changes.

12. Consider the following statements about Collective Bargaining:
1. It is a process of negotiation between the employer and the trade union.
2. It aims at reaching an agreement to regulate working conditions.
3. The final agreement reached is legally binding on all parties.
4. It was first defined by Beatrice and Sidney Webb.
5. It is exclusively a tripartite process involving the government.
Which of the above statements are correct?
(A) 1, 2 and 5 only
(B) 2, 3 and 4 only
(C) 1, 2, 3 and 4 only
(D) 1, 2, 3, 4 and 5

13. What is the primary objective of Workers' Participation in Management (WPM)?
(A) To replace existing management with worker-elected representatives.
(B) To provide a formal channel for wage and salary negotiations.
(C) To give workers a sense of influence in decision-making processes.
(D) To ensure compliance with international labour standards only.

14. A 'grievance' in the context of industrial relations is best defined as:
(A) Any collective demand raised by the trade union during bargaining.
(B) A formal legal complaint filed in a court

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CHAPTER 05
Industrial Relations and Trade Unions

1. Which of the following best defines the concept of Industrial Relations?
(A) The commercial process of marketing and selling industrial goods to consumers.
(B) The relationship between employers and employees, their representatives, and the state.
(C) The technical study of maximizing production efficiency using modern technology.
(D) The internal financial management and strategic accounting of an industrial firm.

2. In the context of the evolution of Industrial Relations in India, the pre-independence era was largely characterized by:
(A) A policy of laissez-faire followed by ad-hoc legislative intervention.
(B) A specific focus on worker wellness and organizational work-life balance.
(C) A paternalistic approach lacking any form of significant state intervention.
(D) A highly regulated system involving strong and active tripartite bodies.

3. Consider the following statements regarding the scope of Industrial Relations:
1. It covers the relationship between an individual worker and the employer.
2. It includes the relations between groups of workers (trade unions) and the employers' federation.
3. It involves the role of the State and its institutions in regulating industrial relations.
4. It is strictly limited to the manufacturing sector.

Which of the above statements are correct?
(A) 1 and 4 only
(B) 2 and 3 only
(C) 1, 2 and 3 only
(D) 1, 2, 3 and 4

4. Which of the following statements correctly describes the Unitarist Approach to Industrial Relations?
(A) It views the organization as a coalition of competing interests and groups.
(B) It perceives conflict as an inevitable and legitimate outcome of differing interests.
(C) It interprets industrial relations as a reflection of class struggle in a capitalist society.
(D) It sees the organization as an integrated and harmonious whole with a common purpose.

5. Read the following statements and select the correct option:
Statement I : The primary actors in any industrial relations system are employees, employers, and the government.
Statement II : The interactions among these actors are shaped by the economic, social, and political environment.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

6. The following question consists of two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Examine these two statements carefully and select the correct answer:
Assertion (A) : According to the Systems Model of industrial relations, the system is comprised of actors, contexts, and an ideology that binds the system together.
Reason (R) : The model emphasizes that the rules governing the workplace are a key output of the interactions within the system.
(A) Both A and R are true and R is the correct

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productivity and development.
(B) Focusing solely on securing wage increases.
(C) Resisting all forms of technological change and automation.
(D) Increasing political militancy and frequent industry-wide strikes.

25. The Pluralist Approach to industrial relations perceives the enterprise as being made up of:
(A) A single, unified team with one leader.
(B) A reflection of the wider class divisions in society.
(C) Powerful and cohesive interest groups in conflict.
(D) A system governed by a central ideology.

26. The following question consists of two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Examine these two statements carefully and select the correct answer:
Assertion (A) : Tripartism involves the state's intervention in industrial relations.
Reason (R) : The state, as a representative of the community's interest, aims to balance the power between employers and employees and protect the public good.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

27. Read the following statements and select the correct option:
Statement I : Collective bargaining is a one-time event focused on resolving a specific dispute.
Statement II : Collective bargaining is a continuous process that governs the employer-employee relationship over a period of time.
(A) Statement I is correct, but Statement II is incorrect.
(B) Statement I is incorrect, but Statement II is correct.
(C) Both Statement I and Statement II are correct.
(D) Both Statement I and Statement II are incorrect.

28. According to the Marxist approach, industrial conflict is:
(A) A minor misunderstanding that can be easily resolved.
(B) A manifestation of the fundamental class struggle.
(C) A result of poor communication by managers.
(D) An unhealthy phenomenon that should be suppressed.

29. Match the following Industrial Relations Concepts with their Descriptions.
List I: (Concept)
P. Bipartism
Q. Grievance
R. Lockout
S. Collective Bargaining
List II: (Description)
1. Closing workplace
2. Negotiation
3. Employer/Employee forum
4. Dissatisfaction
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-4, R-1, S-2
(C) P-4, Q-3, R-2, S-1
(D) P-3, Q-1, R-4, S-2

30. Which of the following is NOT a level of Workers' Participation in Management?
(A) Board Level
(B) Plant Level
(C) Shop Floor Level
(D) Market Level

31. The process of handling grievances typically starts with the aggrieved employee presenting the issue to:
(A) The immediate supervisor.
(B) The CEO of the company.
(C) The Labour Court.
(D) The leader of the national federation.

32. Consider the following issues:
1. Wages and working hours
2. Bonus and incentives
3. Rules for promotion and retrenchment
4. Introduction of new technology
5. Canteen and welfare facilities
Which of the above statement(s) can be the subject matter of collective bargaining?

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(C) It primarily involves two parties: employer and employees.
(D) It results in two separate agreements.

113. Consider the following statements about Workers' Participation in Management (WPM):
1. It is a system of industrial democracy.
2. It aims to increase worker motivation and commitment.
3. In India, it has been promoted through statutory and non-statutory schemes.
4. It implies workers will take over management.

(A) 1 and 4 only
(B) 2 and 3 only
(C) 1, 2 and 3 only
(D) 1, 2, 3 and 4

114. The final outcome of a successful grievance handling process is:
(A) The punishment of the supervisor.
(B) Satisfaction of the aggrieved employee and resolution of the issue.
(C) A company-wide strike.
(D) The termination of the aggrieved employee.

115. What is the legal status of an unregistered trade union under The Trade Unions Act, 1926?
(A) It is an illegal association.
(B) It is a legal entity but lacks specific protections and privileges.
(C) It enjoys all the rights and immunities of a registered union.
(D) It is automatically recognized by the employer.

116. The concept of industrial relations is dynamic because:
(A) It has not changed since the Industrial Revolution.
(B) Relationships evolve with changes in the environment.
(C) It is based on a single, unchanging theory.
(D) It only applies to old and established industries.

117. The Gandhian approach to industrial relations is based on the principle of:
(A) Class warfare and revolution.
(B) Non-violence, trusteeship, and mutual understanding.
(C) Scientific management and efficiency.
(D) Survival of the fittest in a competitive market.

118. Which of the following is NOT an output of the Systems Model of industrial relations?
(A) The network of rules at the workplace.
(B) The ideology of the actors.
(C) Budgets, standards, and norms.
(D) Disciplinary, hiring, and promotion procedures.

119. A situation where management closes the workplace to pressurize workers to agree to their terms is called a:
(A) Strike
(B) Lay-off
(C) Retrenchment
(D) Lockout

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120. Which of the following is the best example of industrial cooperation?
(A) A high rate of employee absenteeism.
(B) A joint Quality Circle program involving workers and supervisors.
(C) Frequent wildcat strikes over minor issues.
(D) Management refusing to share information with the union.

121. The Indian Labour Conference (ILC) and Standing Labour Committees (SLC) are the foremost examples of which mechanism in India?
(A) Bipartism
(B) Unilateralism
(C) Multilateralism
(D) Tripartism

122. Consider the following forms or levels of workers' participation in management:
1. Works Committees
2. Joint Management Councils
3. Worker representative on the Board of Directors
4. Quality Circles
5. Suggestion schemes

Which of the above are forms of WPM?
(A) 1 and 2 only
(B) 1, 2 and 3 only
(C) 3, 4 and 5 only
(D) 1, 2, 3, 4 and 5

Which of the above statements are correct?
(A) 1 and 3 only
(B) 1, 2 and 4 only
(C) 2 and 3 only
(D) 1, 2, 3 and 4

44. Which approach to industrial relations advocates the concept of 'Trusteeship'?
(A) Marxist Approach
(B) Gandhian Approach
(C) Pluralist Approach
(D) Systems Approach

45. An agreement negotiated at the plant level between a single employer and a single union is known as:
(A) National-level bargaining
(B) Industry-level bargaining
(C) Enterprise-level bargaining
(D) Tripartite agreement

46. What does 'Workers' Participation in Management' aim to promote?
(A) Industrial revolution
(B) Industrial espionage
(C) Industrial monopoly
(D) Industrial democracy

47. The principle of 'audi alteram partem', a key aspect of natural justice in disciplinary proceedings, means:
(A) Hear the other side; no one should be condemned unheard.
(B) No one should be a judge in their own cause.
(C) The decision must be based on evidence.
(D) The punishment must be proportionate to the offence.

48. The concept of 'Industrial Relations' evolved primarily from the consequences of the:
(A) Agrarian Revolution
(B) Industrial Revolution
(C) French Revolution
(D) Information Technology Revolution

49. Which of the following is NOT a key actor in the Systems Model of Industrial Relations?
(A) A hierarchy of managers and their representatives
(B) Consumers and the general public
(C) A hierarchy of workers and their spokesmen
(D) Specialized governmental agencies

50. Arrange the following steps of a typical grievance procedure in the correct chronological order:
1. Appeal to the top management.
2. Complaint to the immediate supervisor.
3. Referral to a grievance committee.
4. Approach to the departmental head.
(A) 2, 4, 3, 1
(B) 1, 2, 3, 4
(C) 2, 3, 4, 1
(D) 4, 2, 1, 3

51. The "Human Relations Approach" to industrial relations, pioneered by Elton Mayo, emphasizes the importance of:
(A) Economic incentives and wage structures.
(B) Strict rules and disciplinary procedures.
(C) Social factors and informal group dynamics.
(D) Legal frameworks and government intervention.

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52. Consider the following: which are potential problems of trade unions in India?
1. Sound financial position due to high membership fees.
2. Lack of dedicated and educated second-tier leadership.
3. Multiplicity of unions leading to inter-union rivalry.
4. Strong focus on workers' welfare over political goals.
5. Dominance of 'outsider' leadership with political affiliations.
Which combination of the above statements is correct?
(A) 1, 2 and 3
(B) 2, 3 and 5
(C) 1, 4 and 5
(D) 2, 4 and 5

53. The Trade Unions Act, 1926, provides immunity to registered trade unions from certain criminal conspiracies under Section 17. This immunity applies to actions taken:
(A) In contravention of public morality.
(B) In involve violence and intimidation.
(C) In furtherance of a legitimate trade dispute.
(D) For the personal enrichment of union leaders.

(C) 1, 2, 3 and 4 only
(D) 1, 2, 3, 4 and 5

93. The problem of 'multiplicity of unions' in India refers to:
(A) Existence of many unions in an industry with competing ideologies.
(B) The fact that unions have multiple objectives.
(C) The fact that union leaders hold multiple positions.
(D) The requirement for a large number of members to form a union.

94. The 'Emerging role of trade unions in India' does NOT include:
(A) Focusing on training and reskilling of workers.
(B) Engaging in bipartite and tripartite forums for policy making.
(C) Adhering to traditional demands without considering performance.
(D) Taking up issues like sustainability and gender equality.

95. In the context of industrial relations, 'cooperation' is the state where:
(A) Both parties work together towards common or compatible goals.
(B) The employer unilaterally imposes their decisions.
(C) The union forces its demands through strikes.
(D) The government adjudicates every minor issue.

96. Which statement accurately reflects the Pluralist view on trade unions?
(A) Trade unions are an unnecessary evil that disrupts harmony.
(B) Trade unions are a legitimate mechanism to represent interests.
(C) Trade unions are revolutionary instruments for revolution.
(D) Trade unions are irrelevant in modern organizations.

97. An agreement arrived at through collective bargaining is essentially a:
(A) Government order
(B) Court decree
(C) Form of private, voluntary rule-making
(D) Unilateral declaration by the employer

98. Which form of workers' participation gives employees the most influence?
(A) Informative participation
(B) Consultative participation
(C) Decisive participation
(D) Associative participation

99. An 'enquiry officer' in a domestic enquiry should be:
(A) A representative of the trade union.
(B) The person who has made the complaint.
(C) A biased person in favour of the management.
(D) An impartial and unbiased person.

100. Arrange the following historical phases of Indian Industrial Relations in chronological order:
1. Adjudication and Intervention (Post-Independence).
2. Economic Liberalisation and IR adjustments.
3. Laissez-faire phase (Pre-Independence).
4. Emergency phase.
(A) 3, 1, 4, 2
(B) 1, 3, 2, 4
(C) 3, 2, 1, 4
(D) 2, 4, 1, 3

101. A primary role of an Employers' Organisation is to foster a sense of solidarity and provide a common voice for:
(A) Trade unions
(B) Employers
(C) Government agencies
(D) Consumers

102. A 'trade dispute' as defined in The Trade Unions Act, 1926, can be between:
(A) Employers and workmen only.
(B) Workmen and workmen only.
(C) Employers and employers only.
(D) Any of the above combinations.

103. The weak financial position of many Indian trade unions is largely due to:
(A) Low membership fees and poor recovery.
(B) Large-scale investments in stock markets.

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(D) The conduct of trade disputes and member compensation.

63. Consider the following statements regarding the objectives of a trade union:
1. To secure fair wages and improve working conditions for its members.
2. To protect workers from injustice and victimization by employers.
3. To participate in the management of the enterprise.
4. To secure improved status and recognition for workers in the industry and society.

Which of the above statement(s) is/are correct?
(A) 1 and 2 only
(B) 1, 2 and 3 only
(C) 3 and 4 only
(D) 1, 2, 3 and 4

64. One of the main criticisms against the dominance of 'outsider' leadership in Indian trade unions is that:
(A) They are not well-educated.
(B) They prioritize political interests over worker interests.
(C) They are not good negotiators.
(D) They are always employees of the same company.

65. The method of verifying the membership of unions for the purpose of recognition by checking the records is known as:
(A) Secret ballot
(B) Membership verification
(C) Check-off system
(D) Show of hands

66. The concept of 'conflict and cooperation' in industrial relations suggests that the relationship between labor and management is:
(A) Characterized by both conflictual and cooperative elements.
(B) Always cooperative.
(C) Always conflictual.
(D) Completely independent of each other.

67. Which of the following is NOT a feature of the Unitarist approach to industrial relations?
(A) Emphasis on common objectives and shared values.
(B) Viewing trade unions as illegitimate intruders.
(C) Acceptance of trade unions as legitimate representatives.
(D) Perception of conflict as irrational.

68. Who are the 'actors' in an industrial relations system?
(A) The customers, suppliers, and distributors.
(B) The shareholders, auditors, and board of directors.
(C) The marketing, finance, and production departments.
(D) The state, employers, and employees/ unions.

69. In tripartism, the 'state' plays a dual role as:
(A) A spectator and a commentator.
(B) A buyer and a seller.
(C) An employer and a regulator.
(D) A prosecutor and a judge.

70. "A process of negotiations between employers and a group of employees aimed at agreements to regulate working salaries for their members." This is a definition of:
(A) Grievance Handling
(B) Collective Bargaining
(C) Disciplinary Action
(D) Workers' Participation in Management

71. A major challenge to the effective implementation of Workers' Participation in Management in India has been:
(A) Lack of legal provisions.
(B) High levels of worker education.
(C) The absence of industrial disputes.
(D) Non-cooperative attitudes of management and unions.

72. Consider the following items which are part of a disciplinary action process:
1. Domestic enquiry.
2. Issuing a charge-sheet.
3. Preliminary investigation.
4. Final order of punishment.
5. Opportunity for the employee to explain.

Select the correct sequence of these items:
(A) 3, 2, 5, 1, 4
(B) 2, 3, 1, 5, 4
(C) 1, 2, 3, 4, 5
(D) 3, 5, 2, 1, 4

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54. The concept of 'recognition' of a trade union is primarily concerned with establishing its status as a:
(A) Political party
(B) Collective bargaining agent
(C) Social club
(D) Financial institution

55. Read the following statements and select the correct option:
Statement I : The post-liberalization period in India has seen a shift from confrontational to more cooperative industrial relations.
Statement II : The focus on global competitiveness has compelled both management and unions to prioritize productivity and quality.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

56. The following question consists of two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Examine these two statements carefully and select the correct answer:
Assertion (A) : Collective bargaining is a form of industrial democracy.
Reason (R) : It provides a mechanism for workers, through their representatives, to participate in making decisions that affect their working lives.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

57. A 'go-slow' tactic by workers is a form of:
(A) Industrial cooperation
(B) Bipartite negotiation
(C) Industrial conflict
(D) Tripartite consultation

58. Which of the following is the most appropriate description of 'integrative bargaining'?
(A) A negotiation process seeking win-win solutions.
(B) A win-lose negotiation where one party's gain is the other's loss.
(C) Bargaining that is conducted by a third-party mediator.
(D) Bargaining exclusively over wage-related issues.

59. Match the following Types of Participation with their Examples.
List I:
P. Informative
Q. Consultative
R. Associative
S. Decisive
List II:
1. Management seeks opinion
2. Joint decisions
3. Providing info
4. Veto power
(A) P-3, Q-1, R-4, S-2
(B) P-1, Q-2, R-3, S-4
(C) P-3, Q-4, R-1, S-2
(D) P-2, Q-1, R-4, S-3

60. The primary purpose of a charge-sheet in a disciplinary proceeding is to:
(A) Inform the employee of the punishment being given.
(B) Formally communicate specific charges of misconduct.
(C) Seek an apology from the employee.
(D) Announce the date of the domestic enquiry.

61. Employers' organisations like CII and FICCI primarily operate at the:
(A) Shop-floor level
(B) Plant-level
(C) National and Macro level
(D) Regional level

62. Under the Trade Unions Act, 1926, the funds of a registered trade union can be spent on:
(A) Any purpose decided by the union president.
(B) The purchase of personal assets for union office-bearers.
(C) Funding a political party without a separate fund.

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(C) It encompasses the sum total of relationships between actors.
(D) It is limited to marketing and sales functions.

82. What is the core assumption of the Unitarist approach to Industrial Relations?
(A) The organization has a common objective and is a unified team.
(B) Conflict is inevitable and desirable.
(C) The state must always intervene in disputes.
(D) Class struggle is the basis of all workplace relations.

83. Consider the following actors in the industrial relations system:
1. Employers and their associations
2. Employees and their trade unions
3. The Government and its agencies
4. Consumers of the company's products
Which of the above are considered actors in the industrial relations system?
(A) 1 and 2 only
(B) 1, 2 and 3 only
(C) 2, 3 and 4 only
(D) 1, 2, 3 and 4

84. Dunlop's model of industrial relations is also known as:
(A) The Human Relations Model
(B) The Systems Model
(C) The Marxist Model
(D) The Gandhian Model

85. 'Gherao', a form of industrial action where workers surround and prevent managers from leaving their offices, is a manifestation of:
(A) Industrial cooperation
(B) Industrial conflict
(C) Bipartite agreement
(D) A disciplinary hearing

86. A Works Committee, set up under the Industrial Disputes Act, 1947, is an example of:
(A) A tripartite body
(B) A bipartite body
(C) A unilateral management committee
(D) A government department

87. Which of the following best describes 'distributive bargaining'?
(A) A collaborative negotiation seeking mutual gains.
(B) A zero-sum or win-lose negotiation over resources.
(C) A negotiation that is distributed over a long period.
(D) Bargaining conducted by a third-party distributor.

88. The main purpose of a grievance handling procedure is to:
(A) Provide a systematic process for resolving complaints.
(B) Punish employees who have complaints.
(C) Encourage strikes and protests.
(D) Replace the role of trade unions.

89. Which of the following is NOT a principle of natural justice relevant to disciplinary action?
(A) The right to a fair hearing.
(B) The rule against bias.
(C) The decision must be based on evidence.
(D) The right to lifelong employment.

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90. The liberalisation of the Indian economy since 1991 has led to a changing industrial relations scenario characterized by:
(A) Increased government intervention and control.
(B) A decline in the importance of productivity and competitiveness.
(C) A greater emphasis on flexibility and plant-level negotiations.
(D) A strengthening of the traditional, militant role of trade unions.

91. Which body in India is considered the "Labour Parliament"?
(A) The Lok Sabha
(B) The Rajya Sabha
(C) The Indian Labour Conference (ILC)
(D) The Supreme Court

92. The Trade Unions Act, 1926 grants registered trade unions which of the following privileges?
1. Immunity from criminal conspiracy.
2. Immunity from civil suits.
3. Right to amalgamate.
4. Right to maintain political funds.
5. Right to illegal strikes.
(A) 1, 2 and 5 only
(B) 3, 4 and 5 only

73. The Code of Conduct (1957) in India was a:
(A) Statute passed by the Parliament.
(B) Supreme Court judgement.
(C) Gentleman's agreement adopted at the ILC.
(D) Directive from the International Labour Organisation.

74. The increasing use of contract labour and flexible work arrangements in the changing scenario of IR is often seen as a challenge to:
(A) The role and security of permanent workers and unions.
(B) Management's prerogative.
(C) The profitability of the company.
(D) The authority of the state.

75. The role of Employers' Organisations in collective bargaining is often to:
(A) Directly negotiate with individual workers.
(B) Oppose all forms of unionization.
(C) Organize strikes against the government.
(D) Provide support and negotiate industry-wide agreements.

76. The following question consists of two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Examine these two statements carefully and select the correct answer:
Assertion (A) : The Trade Unions Act, 1926, does not make registration of a trade union compulsory.
Reason (R) : An unregistered trade union cannot be considered a trade union and has no legal existence.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

77. The Bombay Millhands' Association, formed in 1890, is significant in the evolution of Indian trade unionism because it was:
(A) The first registered trade union in India.
(B) The first union to be affiliated with a political party.
(C) One of the earliest organised labour bodies in India.
(D) A union exclusively for white-collar workers.

78. "Recognition by secret ballot" for a trade union involves:
(A) The employer deciding which union to recognize.
(B) A government officer verifying union membership lists.
(C) The union leaders having a secret meeting with the management.
(D) Workers voting secretly to choose their representative union.

79. Match the following Legislations/Codes with their Primary Focus.
List I:
P. Trade Unions Act
Q. ID Act
R. Factories Act
S. Code of Discipline
List II:
1. Harmony
2. Health/Safety
3. Registration
4. Disputes
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-4, R-2, S-1
(C) P-4, Q-3, R-2, S-1
(D) P-3, Q-1, R-4, S-2

80. Read the following statements and select the correct option:
Statement I : The Marxist approach views the state as a neutral arbiter in industrial relations.
Statement II : The Pluralist approach views the state as one of the key actors balancing the interests of employers and employees.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

81. What is the scope of industrial relations?
(A) It is limited to the relationship between the worker and the machine.
(B) It is limited to the process of hiring and firing employees.

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(C) Lavish spending on employee welfare.
(D) Government grants being discontinued.

104. Read the following statements and select the correct option:
Statement I : Union recognition is a statutory obligation for all industries across India.
Statement II : The 'Code of Discipline' provides a framework, but there is no central law making recognition mandatory.
(A) Statement I is correct, but Statement II is incorrect.
(B) Statement I is incorrect, but Statement II is correct.
(C) Both Statement I and Statement II are correct.
(D) Both Statement I and Statement II are incorrect.

105. In the current scenario, what is the best approach for trade unions to remain relevant?
(A) To strictly oppose any changes in work practices or technology.
(B) To focus exclusively on political agitation and nationwide strikes.
(C) To act as strategic partners with management for worker welfare.
(D) To dissolve themselves as they are no longer needed.

106. The following question consists of two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Examine these two statements carefully and select the correct answer:
Assertion (A) : A grievance is different from a dispute.
Reason (R) : A grievance is typically an individual's feeling of discontent, while a dispute is a broader disagreement that may involve a group of workers or the entire union.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

107. The Systems Approach to Industrial Relations was propounded by:
(A) Karl Marx
(B) Elton Mayo
(C) John T. Dunlop
(D) Mahatma Gandhi

108. The main feature of tripartism is the inclusion of which party, in addition to employers and employees?
(A) The State/Government
(B) The Judiciary
(C) The Media
(D) The Consumers

109. Match the following Actors in IR with their Primary Roles/Interests.
List I:
P. Employer
Q. Employee
R. State
S. Employers' Org
List II:
1. Wages/Conditions
2. Law/Order
3. Business Profit
4. Policy Lobbying
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-1, R-2, S-4
(C) P-4, Q-3, R-1, S-2
(D) P-3, Q-1, R-4, S-2

110. Which of the following is an example of conflict in industrial relations?
(A) A joint safety committee meeting.
(B) A strike by workers.
(C) A collective bargaining session that ends in agreement.
(D) A productivity enhancement scheme jointly designed.

111. What is the fundamental difference between bipartite and tripartite consultations?
(A) The number of issues discussed.
(B) The location of the meeting.
(C) The involvement of the government as a third party.
(D) The legal validity of the outcome.

112. Collective bargaining is considered a bipartite process because:
(A) It involves only two issues: wages and working hours.
(B) It takes place twice a year.

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(A) 1 and 2 only
(B) 1, 3 and 5 only
(C) 2, 4 and 5 only
(D) 1, 2, 3, 4 and 5

33. Which of the following is a statutory body for worker's participation established under the Industrial Disputes Act, 1947?
(A) Joint Management Council
(B) Works Committee
(C) Shop Council
(D) Unit Council

34. A disciplinary action procedure must adhere to the principles of:
(A) Natural justice.
(B) Profit maximization.
(C) Market competition.
(D) Laissez-faire.

35. The "Code of Discipline in Industry" formulated in 1958 in India was based on the principle of:
(A) Compulsory adjudication by national labour courts.
(B) Direct government control over all industrial disputes.
(C) Mutual agreement and voluntary acceptance by parties.
(D) Exclusive reliance on foreign mediation services.

36. In the contemporary changing scenario, industrial relations are increasingly focused on:
(A) Conflict, strikes, and lockouts.
(B) Class struggle and revolution.
(C) Strict adherence to old work practices.
(D) Cooperation, productivity, and flexibility.

37. AIOE (All India Organisation of Employers) and EFI (Employers' Federation of India) are prominent examples of what in the Indian industrial relations context?
(A) National level trade unions.
(B) Government conciliation bodies.
(C) Employers' organisations.
(D) Statutory wage-fixing boards.

38. The Trade Unions Act, 1926 specifies the minimum number of members required to form and register a trade union. What is this number?
(A) Two
(B) Seven
(C) Five
(D) Ten

39. The term 'outsider' in the context of trade union leadership in India refers to:
(A) A person who is not a citizen of India.
(B) A member of management who joins the union.
(C) An employee who belongs to a rival union.
(D) A leader who is not an employee of the establishment.

40. The 'Check-off' system is a method related to:
(A) Employer deducting union dues from members' wages.
(B) Verifying union membership for recognition purposes.
(C) A disciplinary action procedure.
(D) The election of union office-bearers.

41. Which of the following is an incorrect statement regarding the emerging role of trade unions?
(A) They are increasingly taking up issues of gender equality.
(B) They are engaging in social issues beyond the workplace.
(C) They are reverting to traditional adversarial tactics only.
(D) They are focusing more on skill development.

42. What is the primary cause of industrial conflict from a pluralistic perspective?
(A) A clash of legitimate but differing interests.
(B) A deep-rooted class struggle that cannot be resolved.
(C) Faulty communication and misunderstanding among individuals.
(D) Agitation by external political forces with no real issues.

43. Consider the following statements regarding tripartite bodies in India:
1. The Indian Labour Conference (ILC) is the apex tripartite body.
2. They consist of representatives from the government, employers, and employees.
3. Their recommendations are mandatorily binding on all parties.
4. They aim to achieve consensus and promote social dialogue.

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123. The principle 'nemo judex in causa sua' (no one should be a judge in his own cause) is a critical part of:
(A) The grievance handling process.
(B) The disciplinary action process.
(C) Collective bargaining negotiations.
(D) The trade union recognition process.

124. The Code of Conduct in industrial relations is intended to:
(A) Replace the legal system entirely.
(B) Govern the personal lives of workers and managers.
(C) Regulate behavior of management and unions voluntarily.
(D) Set the production targets for the factory.

125. The All-India Trade Union Congress (AITUC) was formed in which year?
(A) 1926
(B) 1920
(C) 1947
(D) 1890

126. The following question consists of two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Examine these two statements carefully and select the correct answer:
Assertion (A) : Inter-union rivalry weakens the collective bargaining power of workers.
Reason (R) : Employers can exploit the differences between rival unions, and a united front from the workers' side is not presented.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

127. Under The Trade Unions Act, 1926, what is the minimum percentage of members of a trade union that must be engaged in the industry with which the union is connected?
(A) 100%
(B) At least 50% for the office-bearers
(C) The Act is silent on this for general members.
(D) 10% of the total members.

128. An emerging trend for trade unions in the organized sector is:
(A) Moving from plant-level bargaining to national bargaining.
(B) Focusing on workers in the unorganized sector.
(C) Bargaining for non-wage issues like work-life balance.
(D) Increasing the frequency of violent strikes.

129. Match the following Terms with their Associated Concepts.
List I:
P. Check-off
Q. Go-slow
R. Charge-sheet
S. Trusteeship
List II:
1. Disciplinary Action
2. Gandhian
3. Union Finance
4. Conflict
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-4, R-1, S-2
(C) P-4, Q-3, R-2, S-1
(D) P-3, Q-1, R-4, S-2

130. The ideological context in the Systems Model of industrial relations refers to:
(A) The political party affiliation of the union.
(B) The set of shared ideas and beliefs that binds the system together.
(C) The company's mission statement.
(D) The technological advancements in the industry.

131. Which statement about collective bargaining is incorrect?
(A) It is a dynamic and continuous process.
(B) It establishes a system of industrial jurisprudence.
(C) It is always a smooth process without any disagreements.
(D) It is a form of industrial democracy.

132. 'Joint Management Councils' (JMCs) were introduced in India based on the recommendations of:
(A) The National Commission on Labour (1969).
(B) The Industrial Policy Resolution, 1956.

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(C) The Trade Unions Act, 1926.
(D) A resolution at the Indian Labour Conference (1957).

133. Consider the following grounds for disciplinary action:
1. Wilful insubordination or disobedience.
2. Habitual absenteeism without leave.
3. Theft, fraud, or dishonesty.
4. Asking for a salary increase during review.

Which of the above are valid grounds for disciplinary action?
(A) 1 and 2 only
(B) 1, 2 and 3 only
(C) 3 and 4 only
(D) 1, 2, 3 and 4

134. One of the major impacts of the changing economic scenario on IR is the shift from:
(A) Plant-level bargaining to industry-level bargaining.
(B) Industry-level bargaining to enterprise/ plant-level bargaining.
(C) Enterprise-level bargaining to national-level bargaining.
(D) All forms of bargaining to individual contracts only.

135. The Council of Indian Employers (CIE) is a unified body representing which organizations?
(A) AITUC, INTUC, and HMS
(B) AIOE, EFI, and SCOPE
(C) FICCI, CII, and ASSOCHAM
(D) ILC, SLC, and CLC

136. The objective of The Trade Unions Act, 1926 is to:
(A) Prohibit the formation of trade unions.
(B) Provide for the registration, rights, and liabilities of unions.
(C) Make strikes and lockouts illegal.
(D) Mandate compulsory recognition of all unions.

137. Which of the following is a major reason for the emergence of trade unions?
(A) The desire of employers to have a single point of contact.
(B) The need for workers to improve their bargaining power.
(C) A government mandate requiring all workers to join a union.
(D) The need for social gatherings and recreational activities.

138. Which of the following is NOT a common problem faced by trade unions in India?
(A) Financial weakness
(B) Inter-union rivalry
(C) An excess of committed leaders at the plant level
(D) Politicalisation of unions

139. Read the following statements and select the correct option:
Statement I : In India, a registered trade union can create a separate fund for political purposes.
Statement II : The contribution to this political fund is compulsory for all members of the trade union.
(A) Both Statement I and Statement II are correct.
(B) Statement I is correct, but Statement II is incorrect.
(C) Statement I is incorrect, but Statement II is correct.
(D) Both Statement I and Statement II are incorrect.

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140. Which of the following would be the most appropriate "first cause of action" for an employee who feels he has been unfairly denied a promotion?
(A) Immediately file a case in the Supreme Court.
(B) Organize a factory-wide strike.
(C) File a grievance through the established procedure.
(D) Resign from the job and look for another one.

141. The scope of Industrial Relations is often viewed as covering:
(A) Only the period of a strike or lockout.
(B) Only wage negotiations.
(C) The entire relationship from hiring to separation.
(D) Only the legal compliance aspect of employment.

142. A company's management believes that the firm is a unified body where all employees and

managers share the same goals. This perspective aligns with:
(A) Unitarist Approach
(B) Pluralist Approach
(C) Marxist Approach
(D) Radical Approach

143. Which of the following is the least likely actor to be directly involved in a plant-level collective bargaining negotiation?
(A) The Plant Manager
(B) The local trade union leader
(C) The Human Resource Manager
(D) The Prime Minister of the country

144. In Craig's Model of Industrial Relations, what is the role of the "conversion mechanism"?
(A) To convert raw materials into finished goods.
(B) To convert inputs (goals) into outputs (wages/conditions).
(C) To convert financial assets from one currency to another.
(D) To convert the company from a private to a public entity.

145. A lockout is an industrial action taken by the:
(A) Employees
(B) Employer
(C) Government
(D) Trade Union

146. A bipartite works committee is primarily a forum for:
(A) Cooperation and consultation between employer and employees.
(B) Adjudicating legal disputes.
(C) Conducting disciplinary hearings.
(D) Negotiating national wage policy.

147. Which of the following is NOT a type of collective bargaining?
(A) Distributive bargaining
(B) Integrative bargaining
(C) Productivity bargaining
(D) Individual bargaining

148. The scheme of Workers' Participation in Management at the shop floor and plant levels was introduced by the Government of India in:
(A) 1947
(B) 1956
(C) 1975
(D) 1991

149. "Show-cause notice" is a term associated with:
(A) Grievance Handling
(B) Collective Bargaining
(C) Disciplinary Action
(D) Workers' Participation

150. Arrange the following major trade union federations in India in the chronological order of their formation:
1. All India Trade Union Congress (AITUC)
2. Indian National Trade Union Congress (INTUC)
3. Bharatiya Mazdoor Sangh (BMS)
4. Hind Mazdoor Sabha (HMS)
(A) 1, 2, 4, 3
(B) 2, 1, 3, 4
(C) 1, 3, 2, 4
(D) 3, 4, 1, 2

151. The Code of Discipline (1958) sought to govern the relations between:
(A) India and other countries.
(B) Different government departments.
(C) Employers and workers on a voluntary basis.
(D) Sellers and buyers in a market.

152. In the changing industrial relations scenario, 'flexibility' for employers often refers to:
(A) The ability to change production levels and workforce size easily.
(B) Rigid and unchangeable work schedules.
(C) The obligation to provide lifetime employment.
(D) A single, fixed wage for all employees.

153. What is the primary reason for employers to form their own organisations?
(A) To counterbalance the power of organised labour.
(B) To organize social events for their employees.
(C) To sell their products collectively.
(D) To compete with each other more effectively.

154. Under the Trade Unions Act, 1926, an 'ordinary member' of a trade union must be:
(A) A person actually engaged or employed in

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216. The final step in a model grievance procedure, if unresolved internally, is often:
(A) Dismissal of the employee.
(B) Voluntary arbitration or adjudication.
(C) A public apology by the manager.
(D) A permanent strike.

217. The most significant change in industrial relations post-liberalization is a move towards:
(A) More state control and regulation.
(B) A more decentralized and enterprise-level system.
(C) A single, nationwide trade union.
(D) The complete abolition of trade unions.

218. Who is an 'outsider' in the context of office bearers of a trade union?
(A) A person not engaged or employed in the industry connected to the union.
(B) A member who belongs to a different caste.
(C) An employee who works in a different department.
(D) A foreign national.

219. Which of the following is NOT a primary objective of a trade union?
(A) To maximize company profits for shareholders.
(B) To secure better wages for members.
(C) To improve working and living conditions.
(D) To protect members against victimization.

220. The Industrial Truce Resolution of 1962 was adopted in the wake of the:
(A) First World War
(B) Quit India Movement
(C) Sino-Indian War
(D) Economic reforms of 1991

221. Which approach assumes management's right to manage is absolute?
(A) Pluralist
(B) Marxist
(C) Unitarist
(D) Systems

222. Consider the potential consequences of high inter-union rivalry:
1. Weakened bargaining power.
2. Jurisdictional disputes.
3. Employers playing unions against each other.
4. Stable environment.
5. Unified voice.
(A) 1, 2 and 3
(B) 4 and 5
(C) 1, 3 and 5
(D) 2, 3 and 4

223. The main difference between a strike and a lockout is the:
(A) Duration of the work stoppage.
(B) Party that initiates the work stoppage.
(C) Industry in which the stoppage occurs.
(D) Number of people involved.

224. A key component of the Gandhian approach is that employers should hold wealth as:
(A) A personal asset for luxury.
(B) A trust for the benefit of society and workers.
(C) A tool to suppress labour.
(D) A fund for political donations.

225. In the context of industrial relations, 'cooperation' can be defined as:
(A) A concerted withdrawal of labour.
(B) A state of mutual antagonism and distrust.
(C) A joint effort by management and labour towards common objectives.
(D) A unilateral decision by management.

226. The following question consists of two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Examine these two statements carefully and select the correct answer:
Assertion (A) : The Trade Unions Act, 1926, provides a list of objects on which the general funds can be spent.
Reason (R) : This ensures that funds are utilized for genuine trade union activities and not personal benefit.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

227. Which of the following is a non-statutory, voluntary scheme for workers' participation?
(A) Works Committee

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3. It was adopted voluntarily by employers' and workers' organizations.
4. It aims to promote constructive relations.

Which of the above statements are correct?
(A) 1 and 2 only
(B) 2, 3 and 4 only
(C) 1, 3 and 4 only
(D) 1, 2, 3 and 4

164. The Trade Unions Act, 1926 grants immunity from civil suits in certain cases to registered trade unions. This means:
(A) A union cannot be sued for any action whatsoever.
(B) A union cannot be sued for acts inducing a breach of contract in a dispute.
(C) A union leader cannot be sued for personal financial fraud.
(D) A union member cannot be sued for acts of violence.

165. The primary purpose of recognizing a union as the 'sole bargaining agent' is to:
(A) Weaken the power of the workers.
(B) Create confusion and rivalry among workers.
(C) Provide a stable negotiation framework by avoiding multi-union chaos.
(D) Give the management an excuse not to bargain.

166. In the context of the changing scenario of IR, unions are being compelled to adopt a more:
(A) Militant and rigid stance.
(B) Cooperative and flexible approach.
(C) Politically-oriented agenda.
(D) Apathetic and disengaged role.

167. The evolution of Industrial Relations in India post-1991 is significantly influenced by:
(A) The principles of socialism and state control.
(B) Policies of liberalization, privatization, and globalization.
(C) The national freedom struggle.
(D) The growth of the agricultural sector.

168. The Pluralist approach to IR views conflict as:
(A) A sign of failure and something to be eliminated.
(B) A manifestation of class war.
(C) An inevitable and potentially constructive feature of relationship.
(D) Something caused only by external troublemakers.

169. What are the three main elements of the Systems Model of industrial relations?
(A) Management, Labour, and Technology
(B) Actors, Context, and Ideology
(C) Input, Process, and Output
(D) Economy, Society, and Polity

170. 'Concerted stoppage of work by a body of persons employed in any industry' is a definition of:
(A) Lockout
(B) Lay-off
(C) Strike
(D) Retrenchment

171. Who are the parties to a bipartite agreement?
(A) The employer and the government.
(B) The employer and the employees or their representatives.
(C) The employees and the government.
(D) The employer, the employees, and the government.

172. Consider the following statements about collective bargaining:
1. It is a unilateral process.
2. It aims to reduce wages.
3. The outcome is a collective agreement.
4. It represents industrial democracy.
5. It is only for individual grievances.

Which of the above are incorrect?
(A) 1, 2 and 5
(B) 3 and 4
(C) 1, 3 and 5
(D) 2, 4 and 5

173. What is the most significant barrier to the success of Workers' Participation in Management?
(A) The high cost of holding meetings.
(B) The lack of mutual trust and genuine desire to share power.
(C) The absence of legal frameworks.
(D) The lack of topics to discuss.

174. The principle that punishment should be commensurate with the gravity of the offence is a key aspect of:
(A) A fair disciplinary process.

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(B) The membership verification method
(C) A decision by the employer
(D) A show of hands at a gate meeting

195. What is the most significant emerging role for trade unions in the context of a knowledge-based economy?
(A) Resisting the introduction of computers.
(B) Focusing on life-long learning and skilling of members.
(C) Demanding the closure of all multinational corporations.
(D) Insisting on promotions based solely on seniority.

196. The atmosphere of industrial relations in a country is a good indicator of its:
(A) Climatic conditions
(B) Industrial health and social stability
(C) Literary achievements
(D) Sporting prowess

197. Which approach to IR recommends worker participation and collective bargaining as mechanisms for resolving conflict?
(A) The Unitarist Approach
(B) The Pluralist Approach
(C) The Marxist Approach
(D) The Laissez-faire Approach

198. The actors in an IR system operate within an environment. Which of the following is NOT part of the environmental context?
(A) Technological characteristics of the workplace.
(B) Market or budgetary constraints.
(C) Personal hobbies of the managers.
(D) Locus and distribution of power in society.

199. A 'sympathy strike' is one where workers:
(A) Go on strike to express sympathy for a deceased colleague.
(B) Go on strike in solidarity with other striking workers.
(C) Work slowly to show their lack of sympathy.
(D) Go on strike because management does not sympathize.

200. Arrange the following events in chronological order:
1. Bombay Millhands' Association formation.
2. Trade Unions Act enactment.
3. AITUC formation.
4. Madras Labour Union formation.
(A) 1, 4, 3, 2
(B) 1, 2, 3, 4
(C) 4, 1, 2, 3
(D) 2, 3, 4, 1

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201. Which of the following is the best example of a tripartite body?
(A) A company's board of directors.
(B) A works committee in a factory.
(C) The Indian Labour Conference.
(D) A trade union's executive committee.

202. The success of collective bargaining depends heavily on:
(A) The weakness of the trade union.
(B) The government's direct intervention.
(C) Relative bargaining strength and willingness to compromise.
(D) The complete absence of any conflict of interest.

203. Which of the following schemes of Workers' Participation in Management (WPM) has a statutory basis in India?
(A) Joint Management Councils
(B) Shop Councils and Unit Councils
(C) Works Committees
(D) Worker Director on Board

204. Issuing a charge-sheet and conducting a domestic enquiry are essential components of:
(A) Principles of natural justice in disciplinary proceedings.
(B) The process of wage negotiation.
(C) The election of a trade union representative.
(D) The procedure for laying off workers.

205. The 'Code of Discipline in Industry' (1958) specified criteria for:
(A) The recognition of trade unions.
(B) Minimum wage rates across industries.
(C) The process of international trade.
(D) Safety standards in factories.

206. The following question consists of two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Examine these

184. The establishment of Bipartite Works Committees is mandatory in establishments employing:
(A) 10 or more workmen
(B) 50 or more workmen
(C) 100 or more workmen
(D) 500 or more workmen

185. 'Boulwarism' is a collective bargaining strategy where:
(A) Management and union engage in good faith give-and-take.
(B) Management makes a 'first and final' fair offer and refuses negotiation.
(C) A third-party mediator decides the outcome.
(D) Negotiations are conducted in public.

186. The concept of workers' participation through representation on the Board of Directors is an example of participation at the:
(A) Shop-floor level
(B) Departmental level
(C) Plant level
(D) Highest or corporate level

187. "Any difference connected with employment, non-employment, terms of employment or conditions of labour" is the definition of:
(A) A grievance
(B) An industrial dispute
(C) A disciplinary charge
(D) A trade secret

188. Which of the following is NOT a voluntary measure for promoting industrial harmony in India?
(A) The Code of Discipline (1958)
(B) The Industrial Truce Resolution (1962)
(C) The Industrial Disputes Act (1947)
(D) The Code of Conduct (1957)

189. The growing service sector economy in India poses a new challenge for industrial relations because:
(A) Service sector employees are inherently more cooperative.
(B) Traditional models were largely based on the manufacturing sector.
(C) There are no employers or employees in the service sector.
(D) The service sector is immune to globalization.

190. Read the following statements and select the correct option:
Statement I : The goal of distributive bargaining is to act as a union for managers.
Statement II : Employers' Organisations represent the collective interests of employers in policy matters.
(A) Statement I is correct, but Statement II is incorrect.
(B) Statement I is incorrect, but Statement II is correct.
(C) Both Statement I and Statement II are correct.
(D) Both Statement I and Statement II are incorrect.

191. According to The Trade Unions Act, 1926, the Registrar of Trade Unions has the power to:
(A) Force a union to call a strike.
(B) Mediate in a wage dispute.
(C) Withdraw or cancel the registration under certain conditions.
(D) Appoint the president of the union.

192. Consider the following factors:
1. Industrial Revolution impact.
2. Nationalist movement influence.
3. Establishment of the ILO.
4. Low wages and poor conditions.
5. Political parties' desire for labour wings.
Which of the above contributed to the trade union movement?
(A) 1 and 4 only
(B) 1, 2 and 3 only
(C) 3, 4 and 5 only
(D) 1, 2, 3, 4 and 5

193. The practice of having professional politicians or social workers, who are not employees, as union leaders is termed as:
(A) Insider leadership
(B) Outsider leadership
(C) Management leadership
(D) Grassroots leadership

194. The "Secret Ballot" method is often advocated as a more democratic way of determining union representative character compared to:
(A) The check-off system

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an industry.
(B) A lawyer or a social worker.
(C) A political leader.
(D) A government official.

155. The formation of the Madras Labour Union in 1918 by B.P. Wadia is considered a landmark because it was:
(A) The first union for agricultural workers.
(B) One of the first modern, organised trade unions in India.
(C) A union exclusively for managers.
(D) The first union to be banned by the British.

156. The following question consists of two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Examine these two statements carefully and select the correct answer:
Assertion (A) : The government is a key actor in the industrial relations system.
Reason (R) : The government's role is limited to being a passive observer and not interfering in the relationship between employer and employee.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

157. Which of the following is NOT a statutory provision for WPM in India?
(A) Works Committees under the Industrial Disputes Act, 1947.
(B) Worker representation on the Board of Directors for nationalised banks.
(C) Joint Management Councils (JMCs).
(D) Canteen Management Committees under the Factories Act, 1948.

158. Which of the following best defines the "Scope of Industrial Relations"?
(A) The range of activities involved in manufacturing a product.
(B) The set of rules governing financial markets.
(C) Full range of interactions between management and employees.
(D) The process of international diplomacy.

159. Match the following Concepts with their Proponents.
List I:
P. Systems Approach
Q. Human Relations
R. Trusteeship
S. Class Conflict
List II:
1. Mayo
2. Marx
3. Gandhi
4. Dunlop
(A) P-4, Q-1, R-3, S-2
(B) P-1, Q-4, R-2, S-3
(C) P-4, Q-3, R-1, S-2
(D) P-2, Q-1, R-3, S-4

160. Which of the following is an incorrect pair?
(A) Strike - Action by Employees
(B) Lockout - Action by Employer
(C) Collective Bargaining - Bipartite Process
(D) Indian Labour Conference - Bipartite Body

161. An Industrial Relations system with frequent consultations between government, employers, and unions is best described as:
(A) Anarchic
(B) Bipartite
(C) Tripartite
(D) Unilateral

162. Read the following statements and select the correct option:
Statement I : The primary goal of distributive bargaining is to find a win-win solution.
Statement II : The primary goal of integrative bargaining is for one party to win at the expense of the other.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

163. Consider the following statements regarding the 'Code of Conduct' in industry:
1. It is a legally enforceable document.
2. It is a set of self-imposed, mutual obligations.

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two statements carefully and select the correct answer:

Assertion (A) : Globalization has put pressure on traditional industrial relations systems.

Reason (R) : Increased competition and the mobility of capital have shifted the balance of power between employers and unions.

(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

207. Which of the following is a function of an employers' association?
(A) To represent employers in tripartite bodies.
(B) To declare a nationwide strike of workers.
(C) To directly manage the member companies.
(D) To determine the dividend policy.

208. To be registered under The Trade Unions Act, 1926, a trade union must:
(A) Provide for payment of salaries to members.
(B) Maintain a list of members for inspection.
(C) Mandate a political contribution from each member.
(D) Have a provision to overthrow management.

209. Match the following Industrial Relations Terms with their Meanings.

List I:
P. Lay-off
Q. Retrenchment
R. Grievance
S. Lockout

List II:
1. Termination
2. Failure to give work
3. Employer closure
4. Dissatisfaction

(A) P-1, Q-2, R-3, S-4
(B) P-2, Q-1, R-4, S-3
(C) P-4, Q-3, R-1, S-2
(D) P-2, Q-1, R-3, S-4

210. A key reason for the slow progress of the trade union movement in the early 20th century in India was:
(A) The high wages and excellent conditions.
(B) Migratory character of labour and lack of stable workforce.
(C) A ban on all forms of association.
(D) The absence of any industries.

211. In recent years, which sector has emerged as a challenging area for unionization?
(A) The agricultural sector
(B) The traditional textile sector
(C) The Information Technology (IT) and services sector
(D) The coal mining sector

212. What is the fundamental concept underlying all approaches to industrial relations?
(A) That the relationship is exclusively economic.
(B) That the relationship needs to be managed and regulated.
(C) That all workers should manage the company.
(D) That conflict should be promoted.

213. Consider the following statements about bipartism:
1. It involves employer and employee representatives.
2. It excludes the state.
3. Collective bargaining is a prime example.
4. ILC is a bipartite body.

(A) 1 and 4 only
(B) 2 and 3 only
(C) 1, 2 and 3 only
(D) 1, 2, 3 and 4

214. The term collective bargaining was described as an economic institution for determining wage rates by:
(A) A method of compulsory arbitration.
(B) Sidney and Beatrice Webb.
(C) A form of industrial warfare.
(D) A political tool for revolution.

215. The 'grievance model' of trade unionism suggests that unions are formed:
(A) To provide a channel to voice and resolve complaints.
(B) As a social and recreational club.
(C) To overthrow the government.
(D) By employers to control the workforce.

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(B) The recruitment process.
(C) The collective bargaining process.
(D) The trade union election process.

175. The primary function of an Employers' Organisation in the IR sphere is to:
(A) Promote inter-union rivalry.
(B) Protect and promote the collective interests of employers.
(C) Set the wage rates for the entire country.
(D) Take over the management of failing companies.

176. The following question consists of two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Examine these two statements carefully and select the correct answer:
Assertion (A) : The Trade Unions Act, 1926 allows for the amalgamation of registered trade unions.
Reason (R) : This provision helps in reducing the multiplicity of unions and consolidating the trade union movement.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

177. 'Craft unions' are a type of trade union that organizes workers based on their:
(A) Employment in a specific industry, regardless of skill.
(B) Particular skill, craft, or occupation, across industries.
(C) Employment in a single company.
(D) General ideological beliefs, regardless of job.

178. The existence of multiple, politically-affiliated trade union federations like INTUC, AITUC, BMS, and HMS is an indicator of:
(A) Financial strength
(B) Lack of members
(C) Politicalisation and fragmentation
(D) Unified leadership

179. Match the following Union Federations with Political Affiliations.
List I:
P. INTUC
Q. AITUC
R. BMS
S. HMS
List II:
1. Communist Party
2. Socialist Parties
3. INC
4. BJP/Precursors
(A) P-3, Q-1, R-4, S-2
(B) P-1, Q-2, R-3, S-4
(C) P-3, Q-4, R-1, S-2
(D) P-2, Q-1, R-4, S-3

180. Which of the following is NOT an objective of industrial relations?
(A) To safeguard the interests of labor and management.
(B) To establish industrial democracy.
(C) To raise productivity to a higher level.
(D) To encourage and perpetuate industrial conflict.

181. The Marxist approach views the state as:
(A) A neutral arbiter between capital and labor.
(B) An executive committee of the ruling class.
(C) An irrelevant entity in industrial relations.
(D) A champion of workers' rights.

182. In the Systems Model of industrial relations, the 'rules' of the industrial relations system are determined by interaction within:
(A) Personal preferences
(B) Contexts (technological, market, and power)
(C) Historical accidents
(D) Foreign influences

183. Consider the following statements regarding industrial conflict:
1. It can be organized (strike) or unorganized (absenteeism).
2. It is always a negative phenomenon.
3. It can lead to positive changes.
4. From a pluralist perspective, conflict is abnormal.
(A) 1 and 3 only
(B) 2 and 4 only
(C) 1, 2 and 3 only
(D) 1, 3 and 4 only

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(B) Joint Management Council (JMC)
(C) Canteen Committee under Factories Act
(D) Safety Committee under Factories Act

228. The 'ideology' in the Systems Model of industrial relations serves to:
(A) Create conflict between the actors.
(B) Stabilize the system by providing common beliefs.
(C) Replace the need for rules and regulations.
(D) Ensure the technological context remains unchanged.

229. Match the following Forms of Conflict with their Descriptions.
List I:
P. Strike
Q. Gherao
R. Go-slow
S. Picketing
List II:
1. Working slower
2. Physical blockade
3. Cessation of work
4. Patrolling
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-2, R-1, S-4
(C) P-4, Q-3, R-2, S-1
(D) P-3, Q-1, R-4, S-2

230. The term 'industrial jurisprudence' is most closely associated with the outcomes of:
(A) Collective bargaining and adjudication awards.
(B) Marketing strategies.
(C) Financial audits.
(D) Production planning.

231. The primary challenge in extending trade unionism to the unorganized sector is the:
(A) High level of job security in the unorganized sector.
(B) Scattered employment and fear of victimization.
(C) High wages and excellent working conditions.
(D) Legal prohibition on forming unions in that sector.

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232. An agreement reached during collective bargaining covering an entire industry in a region is known as:
(A) Plant-level agreement
(B) National-level agreement
(C) Industry-cum-region level agreement
(D) Individual contract

233. The 'grievance redresal machinery' is designed to be a channel for:
(A) Upward communication of dissatisfaction.
(B) Downward communication of management orders.
(C) Horizontal communication between departments.
(D) External communication with the media.

234. The concept of 'Industrial Relations' primarily focuses on the relationship in the context of:
(A) A family
(B) A social club
(C) Employment
(D) A political party

235. The 'Code of Discipline' (1958) was a result of:
(A) A Parliamentary Act
(B) A Supreme Court order
(C) A consensus reached at a tripartite conference (ILC)
(D) An ILO Convention

236. The shift from 'class-based' to 'enterprise-based' unions is a feature of the:
(A) Early industrialization period.
(B) Pre-independence era.
(C) Modern, post-liberalization scenario.
(D) The Gandhian era of unionism.

237. SCOPE (Standing Conference of Public Enterprises) is an example of an:
(A) Employers' organisation for the public sector.
(B) A trade union for public sector employees.
(C) A government department monitoring enterprises.
(D) A consumer advocacy group.

238. For a trade union to be registered, its executive committee must be constituted in accordance with:
(A) The Companies Act

consensus on major issues affecting the world of work. Tri-partitism aims to integrate the perspectives of all three social partners to promote industrial harmony and national economic objectives.

Based on the above source, attempt the following five questions.

266. Which of the following is a fundamental characteristic of bi-partitism in industrial relations?
(A) It requires the mandatory intervention of a government-appointed conciliator.
(B) It involves direct interaction between the representatives of employers and employees.
(C) It operates exclusively at the national policy-making level.
(D) It is primarily concerned with judicial adjudication of industrial disputes.

267. The Indian Labour Conference (ILC) is presented in the passage as a prominent example of:
(A) a bipartite negotiating body.
(B) a tripartite consultative institution.
(C) a unilateral employer's council.
(D) a judicial labour tribunal.

268. What is the primary difference between bi-partitism and tri-partitism as described in the source?
(A) Tri-partitism includes the state as a third party, whereas bi-partitism does not.
(B) Bi-partitism is voluntary, whereas tri-partitism is compulsory.
(C) Bi-partitism focuses on cooperation, while tri-partitism focuses on conflict.
(D) Bi-partitism is for the private sector, while tri-partitism is for the public sector.

269. According to the passage, what is the main function of tripartite bodies like the Standing Labour Committee (SLC)?
(A) To directly enforce disciplinary actions in individual companies
(B) To act as a court of last resort for all labour disputes
(C) To advise on labour policy, legislation, and build consensus
(D) To provide loans and financial aid to struggling industries

270. The passage states that bi-partitism is the foundation of which industrial relations process?
(A) Government conciliation
(B) Voluntary arbitration
(C) Labour court adjudication
(D) Collective bargaining

Direction : Please read the following source carefully.

Collective bargaining is a cornerstone of modern industrial relations, representing a process of negotiation between an employer (or a group of employers) and a trade union representing workers. Its primary purpose is to arrive at a mutually acceptable agreement—the collective bargaining agreement—that regulates the terms and conditions of employment. This process transforms the employment relationship from a unilateral, master-servant dynamic to a system of joint regulation, where rules are made by and for the parties involved. The scope of collective bargaining can be extensive, covering not only substantive issues like wages, working hours, and bonuses, but also procedural matters such as grievance handling, disciplinary processes, and union recognition. The process is a demonstration of industrial democracy in action, allowing workers a voice in decisions that directly affect their working lives. It serves as a flexible and dynamic method for resolving disputes and adapting working conditions to changing economic and technological circumstances without resorting to state intervention or industrial strife. By establishing a clear set of rules and procedures, collective bargaining introduces stability and predictability into the workplace, fostering a more cooperative atmosphere and reducing the likelihood of spontaneous conflicts. It is thus both a peace treaty and a system of industrial governance.

Based on the above source, attempt the following five questions.

271. What is the primary outcome of a successful collective bargaining process as described in the passage?
(A) A government-mandated wage structure
(B) The formation of a new trade union
(C) A mutually acceptable collective bargaining agreement

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(C) 2, 1, 4, 3
(D) 3, 4, 1, 2

Direction : Please read the following source carefully.

Industrial Relations (IR) represents the intricate network of interactions and relationships among the primary actors in the world of work: employers, employees (often represented by trade unions), and the state. The scope of IR is expansive, encompassing everything from the day-to-day interactions on the shop floor to the formulation of national labor policies. Its evolution mirrors societal and economic transformations, moving from a coercive and paternalistic model in the early industrial era to a more participative and democratic framework in modern times. The understanding of these relationships is heavily influenced by different theoretical approaches. The unitarist approach views the organization as a harmonious entity with a single source of authority and a common set of goals, treating conflict as a dysfunctional anomaly caused by poor communication or troublemakers. In stark contrast, the pluralist approach acknowledges the existence of multiple, competing interest groups within an organization (management and labor) and sees conflict as an inherent and legitimate feature of the employment relationship, which can be managed through processes like collective bargaining and conciliation. The Marxist, or radical, approach interprets industrial relations through the lens of class struggle, viewing conflict as an inevitable outcome of the capitalist system's inherent power imbalance between the capital-owning class and the working class, a conflict that can only be resolved by a fundamental change in the societal structure.

Based on the above source, attempt the following five questions.

251. Which theoretical approach to Industrial Relations considers conflict to be an abnormal and avoidable phenomenon, often attributing it to poor management or communication failures?
(A) The Pluralist Approach
(B) The Unitarist Approach
(C) The Marxist Approach
(D) The System Approach

252. According to the pluralist perspective on Industrial Relations, how is conflict within an organization primarily viewed?
(A) As an inherent and manageable feature arising from competing interests
(B) As an irreconcilable class struggle requiring societal change
(C) As a symptom of managerial failure to enforce authority
(D) As a dysfunctional event that disrupts harmony and common goals

253. The evolution of Industrial Relations is described in the passage as a movement from:
(A) a participative framework to a coercive one.
(B) a democratic model to a paternalistic one.
(C) a coercive and paternalistic model to a participative and democratic one.
(D) a class-conflict model to a harmonious unitarist one.

254. Based on the passage, the Marxist approach to Industrial Relations posits that the fundamental cause of industrial conflict is:
(A) the lack of effective grievance handling procedures.
(B) the existence of multiple trade unions within an enterprise.
(C) the failure of the state to mediate between labor and management.
(D) the inherent power imbalance within a capitalist society.

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255. The passage defines the scope of Industrial Relations as encompassing which of the following?
(A) Only the legal framework governing employment contracts
(B) Exclusively the negotiation processes between unions and management
(C) Both shop-floor interactions and the formulation of national labor policy
(D) Primarily the activities of employers' organizations at the national level

Direction : Please read the following source carefully.

The landscape of industrial relations is shaped by the continuous interplay of its key actors: the state, employers and their organisations, and employees and their trade unions. Each actor

plays a distinct and crucial role in the system. The state acts as a regulator, legislator, and mediator, establishing the legal framework (e.g., labour laws) within which the other actors operate, providing dispute resolution machinery, and influencing the economic environment through its policies. Employers, individually or collectively through employers' organisations, seek to manage their workforce efficiently to achieve organisational goals, such as profitability and productivity. They make critical decisions regarding recruitment, work allocation, compensation, and discipline. Employers' organisations represent the collective interests of businesses in policy debates and negotiations. Employees, the providers of labour, seek fair wages, job security, safe working conditions, and opportunities for advancement. To amplify their voice and bargaining power, they often form and join trade unions. These unions articulate workers' grievances, negotiate terms and conditions of employment, and advocate for their members' interests. John Dunlop's influential systems model conceptualises industrial relations as a distinct system, analogous to an economic system, comprising these three main actors operating within a specific environmental context (technological, market, and power relations) and bound together by a shared ideology that defines their roles and relationships.

Based on the above source, attempt the following five questions.

256. In the context of industrial relations, what is the primary role of the state as described in the passage?
(A) To exclusively represent the interests of employers in all disputes
(B) To act as a legislator, regulator, and provider of dispute resolution machinery
(C) To directly manage the workforce of private enterprises
(D) To solely promote the formation of trade unions and employee associations

257. According to the passage, why do employees primarily form and join trade unions?
(A) To take over the management of the organization
(B) To participate in the formulation of national economic policy
(C) To receive direct financial subsidies from the government
(D) To amplify their collective voice and bargaining power

258. John Dunlop's systems model of industrial relations identifies three main components. Which of the following are they?
(A) The Actors, the Environmental Context, and a Shared Ideology
(B) Conflict, Cooperation, and Resolution
(C) Technology, Market Forces, and Political Influence
(D) Legislation, Collective Bargaining, and Adjudication

259. What is the principal objective of employers and their organisations within the industrial relations system?
(A) To maximize employee wages and benefits unconditionally
(B) To transfer all decision-making authority to trade unions
(C) To achieve organisational goals like productivity and profitability
(D) To encourage frequent industrial conflicts to weaken unions

260. The passage suggests that the three main actors in the industrial relations system are:
(A) the state, employers and their organisations, and employees and their unions.
(B) management, shareholders, and consumers.
(C) the judiciary, the legislature, and the executive.
(D) multinational corporations, local businesses, and government agencies.

Direction : Please read the following source carefully.

The relationship between employers and employees is inherently characterized by a duality of conflict and cooperation. While both parties share a common interest in the survival and prosperity of the enterprise, their individual interests often diverge, creating a natural ground for conflict. Industrial conflict can manifest in various forms, ranging from organised and overt actions like strikes and lockouts to more subtle, unorganised forms like high rates of absenteeism, employee turnover, and poor workmanship. The sources of conflict are multifaceted, stemming

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from economic issues such as disputes over wages, bonuses, and allowances; psychological factors like clashes of personality, poor communication, and thwarted ambitions; and social factors related to differing norms and values. At the same time, cooperation is equally essential for organisational success. Cooperation refers to the collaborative efforts between management and labour to achieve common objectives. It is fostered by mutual trust, transparent communication, equitable treatment, and employee involvement in decision-making. Mechanisms such as collective bargaining, workers' participation schemes, and grievance redressal systems are designed not only to resolve conflicts but also to build a cooperative environment. The challenge for modern industrial relations is to manage the inherent conflict constructively while simultaneously nurturing a climate of cooperation to enhance both organisational performance and employee well-being.

Based on the above source, attempt the following five questions.

261. According to the passage, which of the following is an example of an unorganised form of industrial conflict?
(A) A general strike called by a trade union
(B) A lockout declared by the management
(C) A formal protest march organised by workers
(D) High rates of employee absenteeism and turnover

262. The passage highlights a fundamental duality in industrial relations, which is the interplay between:
(A) economic and psychological factors.
(B) conflict and cooperation.
(C) organised and unorganised labour.
(D) legislative and judicial interventions.

263. Which of the following is identified in the text as a key factor that fosters cooperation between management and labour?
(A) A strict, authoritarian management style
(B) The presence of multiple competing unions
(C) Mutual trust and transparent communication
(D) Minimal communication to avoid disagreements

264. The source suggests that industrial conflict arises from a combination of factors. Which set of factors is mentioned?
(A) Political, technological, and global factors
(B) Historical, cultural, and legal factors
(C) Managerial, supervisory, and operational factors
(D) Economic, psychological, and social factors

265. What is presented as the primary challenge for modern industrial relations in the passage?
(A) To constructively manage conflict while nurturing cooperation
(B) To eliminate all forms of industrial conflict entirely
(C) To prioritise cooperation to the complete exclusion of conflict management
(D) To focus solely on resolving economic disputes through legislation

Direction : Please read the following source carefully.

In the machinery of industrial relations, bi-partitism and tri-partitism represent formal institutional arrangements for consultation, negotiation, and cooperation between the key stakeholders. Bi-partitism, as the name suggests, involves two parties: the representatives of employers and the representatives of employees. This form of interaction occurs at various levels, from the plant or enterprise level, through bodies like Works Committees and Joint Management Councils, to the industry level for negotiating industry-wide wage agreements. The core principle of bi-partitism is that the parties directly involved in and affected by the employment relationship are best equipped to resolve their differences and regulate their affairs without external intervention. It is the foundation of collective bargaining. Tri-partitism expands this model by introducing a third party: the state or government. Tripartite bodies operate primarily at the national and state levels and include representatives from government, employer organisations, and employee trade unions. Institutions like the Indian Labour Conference (ILC) and Standing Labour Committee (SLC) are prime examples of tripartism in India. Their role is largely consultative and advisory, focusing on the formulation of labour policies, the drafting of labour legislation, and the achievement of a

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foreign investment

279. The highest level of employee influence in WPM, where decisions are made jointly with management as equal partners, is known as:
(A) Information participation.
(B) Consultative participation.
(C) Decisive participation.
(D) Administrative participation.

280. Based on the passage, which of the following is a potential benefit of effectively implementing WPM?
(A) Increased industrial conflict
(B) Higher rates of employee turnover
(C) A more rigid hierarchical structure
(D) A greater sense of employee commitment

Direction : Please read the following source carefully.

Effective management of employee discontent is crucial for maintaining industrial peace and productivity. This is primarily achieved through a structured grievance handling procedure and a clear disciplinary action process. A grievance is any form of dissatisfaction or feeling of injustice an employee has concerning their employment relationship. A formal grievance handling procedure provides a systematic and fair channel for employees to raise these concerns and seek redressal without fear of reprisal. A typical procedure involves a series of steps, starting with the employee presenting the grievance to the immediate supervisor, and, if unresolved, escalating it to higher levels of management, and potentially to a neutral third party. This process ensures that problems are identified and resolved at the earliest and lowest possible level. Conversely, disciplinary action is a management-initiated process invoked when an employee violates established rules or fails to meet performance standards. Its purpose is not merely punitive but corrective, aiming to guide the employee towards acceptable conduct. A Code of Conduct, which outlines expected employee behaviour and ethical standards, serves as a proactive tool to prevent the need for disciplinary action. It provides clarity on rules and norms, thereby minimizing misunderstandings and potential sources of conflict and grievances before they arise.

Based on the above source, attempt the following five questions.

281. What is the primary purpose of a formal grievance handling procedure?
(A) To provide a channel for employees to raise concerns and seek redressal
(B) To immediately dismiss employees who express dissatisfaction
(C) To allow management to unilaterally impose penalties on workers
(D) To bypass the involvement of immediate supervisors in disputes

282. How is disciplinary action differentiated from a grievance in the passage?
(A) Disciplinary action is employee-initiated, while a grievance is management-initiated.
(B) Disciplinary action is management-initiated for rule violations, while a grievance is an employee's expression of dissatisfaction.
(C) A grievance is always a collective issue, while disciplinary action is individual.
(D) A grievance leads to punishment, while disciplinary action leads to redressal.

283. What role does a Code of Conduct play in the context of industrial relations, according to the source?
(A) It serves as the final step in the grievance handling procedure.
(B) It acts as a proactive tool to prevent conflict by clarifying expected behaviour.
(C) It functions as a punitive document to punish employees.
(D) It is an agreement negotiated exclusively between trade unions.

284. A typical grievance procedure, as described in the passage, is characterized by:
(A) a process of escalation through successive levels of management.
(B) a single, final decision made by the top executive.
(C) an immediate referral to an external legal court.
(D) a public forum where all employees vote on the outcome.

285. The passage suggests that the primary aim of disciplinary action should be:
(A) purely punitive to set an example.

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(D) A unilateral declaration by the employer

272. The passage suggests that collective bargaining transforms the employment relationship into:
(A) a system of state regulation.
(B) a system of joint regulation.
(C) a paternalistic management model.
(D) a strictly adversarial confrontation.

273. According to the source, what kind of issues can be covered under the scope of collective bargaining?
(A) Only substantive issues like wages and working hours
(B) Only procedural matters like grievance handling
(C) Exclusively matters related to national labour policy
(D) Both substantive and procedural issues

274. The passage describes collective bargaining as a "demonstration of industrial democracy in action" because it:
(A) allows workers a voice in decisions affecting their working lives.
(B) guarantees equal profit sharing for all employees.
(C) ensures government representation in all negotiations.
(D) replaces management authority with worker control.

275. Which phrase from the passage best captures the dual function of collective bargaining in maintaining industrial harmony and establishing rules?
(A) "Master-servant dynamic"
(B) "Unilateral declaration"
(C) "A peace treaty and a system of industrial governance"
(D) "Spontaneous conflicts"

Direction : Please read the following source carefully.

Workers' Participation in Management (WPM) is a system where employees are given a voice and an opportunity to take part in the organisational decision-making process. The fundamental concept behind WPM is industrial democracy, aiming to move beyond the traditional hierarchical structure and foster a more collaborative and participative work culture. The objectives are twofold: to enhance organisational effectiveness by improving productivity and efficiency, and to meet the psychological needs of employees for self-expression, recognition, and job satisfaction. Participation can occur at various levels, each representing a different degree of employee influence. At the most basic level is 'information participation,' where management simply provides employees with information about company performance and plans. A step above is 'consultative participation,' where management consults employees before making a decision but retains the final authority. 'Associative participation' involves a higher level of engagement where management and employees jointly make decisions on certain issues. The highest level is 'decisive participation,' where decisions are made jointly by management and workers, who are treated as equal partners. The effective implementation of WPM can lead to improved industrial relations, reduced conflict, lower employee turnover, and a greater sense of belonging and commitment among the workforce.
Based on the above source, attempt the following five questions.

276. What is the fundamental concept that underpins Workers' Participation in Management (WPM)?
(A) Industrial democracy
(B) Managerial unilateralism
(C) Profit maximization
(D) State intervention

277. In which level of participation does management retain the final decision-making authority but seeks employee input beforehand?
(A) Information participation
(B) Associative participation
(C) Decisive participation
(D) Consultative participation

278. According to the passage, what are the two main objectives of implementing WPM?
(A) To increase shareholder dividends and reduce corporate taxes
(B) To enhance organisational effectiveness and meet employees' psychological needs
(C) To eliminate the role of trade unions and management
(D) To comply with international law and attract

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(B) The Constitution of India
(C) The Trade Unions Act, 1926
(D) The Industrial Disputes Act, 1947

239. Early trade unions in India led by social and political reformers contributed to:
(A) Insider leadership
(B) Financial transparency
(C) Outsider leadership
(D) The decline of unions

240. The main argument in favour of 'secret ballot' for union recognition is that it:
(A) Is the quickest method.
(B) Is the cheapest method.
(C) Reflects current worker will democratically.
(D) Allows management to influence outcomes.

241. Read the following statements and select the correct option:
Statement I : The Unitarist approach sees conflict as a rational outcome of interests.
Statement II : The Pluralist approach sees conflict as a result of troublemakers.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

242. Determining the terms of employment through negotiation between employer and union is called:
(A) Grievance redressal
(B) Disciplinary action
(C) Adjudication
(D) Collective bargaining

243. The 'Human Relations' school argued that productivity increases could be achieved by focusing on:
(A) Increasing wages only.
(B) Social and psychological needs of workers.
(C) Tightening supervision and control.
(D) Implementing more automation.

244. The establishment of the ILO in 1919 greatly influenced the development of:
(A) Bipartism in India
(B) Tripartism in India
(C) Unilateralism in India
(D) The caste system in India

245. An employee suspended pending a domestic enquiry is undergoing:
(A) Final punishment.
(B) Administrative action to ensure fair inquiry.
(C) A form of collective bargaining.
(D) An illegal act in all circumstances.

246. The concept of "Employers' Organisations" emerged as a response to:
(A) Government regulations
(B) Growth of organized labour
(C) Consumer complaints
(D) Technological changes

247. Under the Trade Unions Act, 1926, the term 'workmen' includes:
(A) Those doing manual labour only.
(B) Those doing clerical work only.
(C) Those who are members of a union.
(D) All persons employed in a trade or industry.

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248. The most significant problem hindering the strength of the trade union movement in India is:
(A) Lack of issues to fight for.
(B) Fragmentation due to multiplicity and political affiliation.
(C) Extremely high membership fees.
(D) Opposition from international bodies.

249. A key emerging role for trade unions is to bargain for:
(A) Less work and more holidays only.
(B) The shutdown of the company.
(C) Work-life balance and employee development.
(D) The removal of all management personnel.

250. Arrange the typical stages of collective bargaining in chronological order:
1. Preparation for negotiation.
2. Negotiation sessions.
3. Reaching formal agreement.
4. Implementation and administration.

(A) 1, 2, 3, 4
(B) 4, 3, 2, 1

(B) a method to reduce the workforce.
(C) corrective, to guide employee conduct.
(D) exclusively determined by the trade union.

Direction : Please read the following source carefully.

The landscape of industrial relations is undergoing a profound transformation, driven by the forces of globalization, technological advancement, and economic liberalization. In this changing scenario, traditional models of IR, often centered on collective bargaining in large, unionized manufacturing sectors, are being challenged. The rise of the service and knowledge-based economy, along with the growth of flexible work arrangements like gig work and contract labour, has led to a more individualized employment relationship and a decline in union density in many sectors. Consequently, the power dynamics between employers and employees are shifting. Employers' organisations have also evolved; beyond their traditional role in lobbying and representing employers in tripartite forums, they are increasingly providing advisory services to their members on navigating complex labour laws, adopting modern human resource practices, and enhancing competitiveness. Organisations like the Federation of Indian Chambers of Commerce and Industry (FICCI) and the Confederation of Indian Industry (CII) play a significant role in shaping economic and social policies, advocating for business-friendly environments while also engaging in corporate social responsibility initiatives. The challenge for the actors in industrial relations is to adapt to this new environment by developing new strategies for cooperation, conflict resolution, and representation that are relevant to the contemporary world of work.

Based on the above source, attempt the following five questions.

286. According to the passage, what is a primary driver of the transformation in the industrial relations landscape?
(A) The strengthening of traditional manufacturing sectors
(B) An increase in union density across all industries
(C) A government mandate to abolish collective bargaining
(D) Globalization, technological change, and economic liberalization

287. How has the role of employers' organisations evolved in the changing IR scenario?
(A) They have ceased all lobbying activities and focused only on disputes.
(B) They have shifted from representing employers to representing employees.
(C) They are providing more advisory services and engaging in policy advocacy.
(D) They have narrowed their focus exclusively to wage negotiations.

288. The passage indicates that the rise of the gig economy and contract labour has contributed to:
(A) a stronger, more centralized union movement.
(B) a more individualized employment relationship.
(C) an increase in the number of permanent, full-time jobs.
(D) a decrease in the importance of human resource practices.

289. The text mentions organisations like FICCI and CII as examples of:
(A) powerful central trade unions.
(B) government conciliation boards.
(C) international labour bodies.
(D) employers' organisations.

290. What is identified as a key challenge for the actors in the contemporary industrial relations environment?
(A) Adapting strategies to suit the new world of work
(B) Reverting to traditional models of industrial relations
(C) Resisting all forms of technological advancement
(D) Increasing industrial conflict to gain leverage

Direction : Please read the following source carefully.

A trade union is fundamentally an association of workers formed to safeguard and promote their economic, social, and political interests through collective action. The evolution of the trade

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union movement in India can be traced through distinct phases, gaining momentum in the early 20th century alongside the nationalist movement. However, a significant problem that has long plagued trade unions in India is multiplicity, characterized by the existence of numerous unions within the same enterprise or industry, often affiliated with different political parties. This leads to inter-union rivalry, which weakens the collective bargaining power of workers and makes it difficult for management to identify a single, representative negotiating agent. This issue is directly linked to the problem of recognition. Recognition of a trade union refers to the process by which an employer accepts a specific union as the sole agent for negotiating with on behalf of its employees. While the Trade Unions Act, 1926, provides for the registration of unions, it does not contain provisions for their mandatory recognition, which has been a persistent source of conflict. Another major challenge for Indian trade unions is financial weakness, often resulting from low membership fees and a large number of non-paying members, which limits their ability to sustain activities and provide welfare benefits to workers.

Based on the above source, attempt the following five questions.

291. What is described in the passage as a primary purpose of a trade union?
(A) To take over the management of the company
(B) To provide financial loans to the employer
(C) To safeguard and promote the interests of workers through collective action
(D) To function as an extension of the government's labour department

292. The problem of 'multiplicity' of trade unions in India, as explained in the text, leads to:
(A) inter-union rivalry and a weakening of collective bargaining power.
(B) a unified and stronger bargaining position for all workers.
(C) mandatory recognition of all existing unions by the employer.
(D) increased financial strength due to higher competition for members.

293. According to the passage, what is a significant lacuna in the Trade Unions Act, 1926?
(A) It prohibits the formation of any trade unions.
(B) It makes registration of trade unions mandatory for all workers.
(C) It requires all unions to be affiliated with a single political party.
(D) It does not contain provisions for the mandatory recognition of unions.

294. The passage defines 'recognition of a trade union' as the process where:
(A) the government officially registers the union.
(B) an employer accepts a union as the negotiating agent for its employees.
(C) the court declares a strike to be legal.
(D) workers from different industries form a single federation.

295. Which of the following is identified as a major cause of the financial weakness of trade unions in India?
(A) High government taxes on union funds
(B) Legal obligation to pay high dividends to members
(C) Low membership fees and a high number of non-paying members
(D) Lavish spending on political campaigns

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Direction : Please read the following source carefully.

The Trade Unions Act, 1926, is a landmark piece of legislation that provides the legal framework for the functioning of trade unions in India. A key aspect of the Act is that it makes the registration of a trade union voluntary, not compulsory. However, registration confers a significant legal status, including a range of rights and immunities that are not available to unregistered unions. Upon registration, a trade union becomes a body corporate with a separate legal identity, capable of owning property, entering into contracts, and suing or being sued in its own name. Most importantly, Section 17 and 18 of the Act grant registered trade unions and their members immunity from criminal conspiracy charges and civil suits, respectively, for actions taken in furtherance of a legitimate trade dispute. This legal protection is crucial for enabling unions to conduct activities

like strikes without fear of crippling legal action. In return for these privileges, the Act imposes certain obligations on registered unions, such as the requirement to maintain proper accounts, have their accounts audited annually, and submit annual returns to the Registrar of Trade Unions. In the contemporary era, the role of trade unions is evolving beyond their traditional adversarial functions. Emerging roles include collaborating with management on productivity improvements, focusing on skill development and training for workers to adapt to new technologies, and undertaking broader social responsibilities.

Based on the above source, attempt the following five questions.

296. According to the Trade Unions Act, 1926, is the registration of a trade union mandatory?
(A) Yes, it is compulsory for all unions.
(B) Yes, but only for unions in the manufacturing sector.
(C) No, and registration offers no specific advantages.
(D) No, registration is voluntary but confers legal benefits.

297. What is the most significant legal immunity granted to registered trade unions under the Act of 1926?
(A) Immunity from criminal conspiracy and civil suit charges for legitimate trade dispute actions
(B) Immunity from paying income tax on their subscription funds
(C) Immunity from all national labour laws and regulations
(D) Immunity from the employer's internal disciplinary procedures

298. The passage states that upon registration, a trade union attains the status of:
(A) a government department.
(B) a body corporate with a separate legal identity.
(C) a political party.
(D) a subsidiary of the employing company.

299. Which of the following is an obligation imposed on registered trade unions by the Act?
(A) To ensure the profitability of the company
(B) To maintain proper accounts and submit annual returns
(C) To prevent workers from ever going on strike
(D) To affiliate with a national-level political party

300. The passage suggests that the emerging role of trade unions in India includes:
(A) collaborating on productivity and focusing on worker skill development.
(B) focusing exclusively on adversarial confrontation and strikes.
(C) resisting all forms of technological change in the workplace.
(D) shifting their focus entirely from worker rights to management support.

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proceeding to investigations, domestic enquiries, or any final punishment decisions.

16. (B) A voluntary set of rules and principles to govern behavior.
A code of conduct in the context of industrial relations is primarily a non-statutory instrument. It consists of a set of mutually agreed-upon principles that both management and trade unions voluntarily accept to guide their interactions. Unlike formal legislation, it relies on the moral commitment of the parties to maintain discipline and harmony. Such codes aim to promote ethical behavior and prevent conflicts through voluntary self-regulation.

17. (B) A shift in bargaining power away from national trade unions.
Globalization has significantly altered the industrial relations landscape by increasing capital mobility and market competition. This shift has often weakened the traditional bargaining power of national trade unions as companies gain more flexibility in locating production. There is a growing emphasis on enterprise-level negotiations rather than industry-wide agreements. Consequently, unions must now navigate a more complex environment focused on global competitiveness, productivity, and technological adaptability.

18. (A) To represent, protect, and promote the interests of employers.
Employers' organisations function as collective bodies that safeguard the professional interests of business owners in industrial relations. They provide a unified voice for management when interacting with trade unions and the government. Their primary roles include policy lobbying, representing employers in tripartite forums, and providing expert advice on labor laws. By coordinating management's stance, these organizations help balance the power of organized labor during negotiations.

19. (C) Wage-earners or employees.
A trade union is fundamentally a continuous association of wage-earners or employees formed primarily to protect and improve their working conditions. By organizing collectively, workers increase their bargaining power relative to employers, allowing them to negotiate better salaries, benefits, and safety standards. These associations serve as the primary vehicle for collective bargaining and represent the interests of the workforce in disputes and policy discussions.

20. (D) The Indian national freedom movement.
The early growth of the trade union movement in India was deeply intertwined with the struggle for independence from colonial rule. Many prominent national leaders were actively involved in organizing labor to protest against both industrial exploitation and British administration. This political connection provided the labor movement with strong leadership and a sense of national purpose, helping to institutionalize trade unions as vital social and political actors in India.

21. (C) Multiplicity of unions and inter-union rivalry.
Trade unions in India frequently suffer from the presence of multiple unions within a single industrial establishment. This multiplicity often leads to intense inter-union rivalry, as different groups compete for membership and recognition. Such fragmentation weakens the collective bargaining power of workers and allows management to exploit internal divisions. Consolidating these diverse groups into a single, unified representative body remains a significant challenge for the Indian labor movement.

22. (B) To grant it the status of a bargaining agent for negotiations.
Recognition of a trade union is a critical step where an employer formally acknowledges a particular union as the legitimate representative of the workers. This status grants the union the legal and moral right to act as a bargaining agent in negotiations regarding wages and working conditions. Without formal recognition, a union cannot effectively engage in collective bargaining, making this process essential for establishing stable industrial relations.

23. (C) 1, 2 and 4 only
The Trade Unions Act of 1926 establishes the legal framework for the registration and operation of trade unions in India. It provides registered unions with specific immunities from civil and criminal liability when acting in furtherance of a trade dispute. While the Act defines trade

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8. (A) Workers deliberately slowing down production to press for a demand.
Industrial cooperation involves mutual efforts by management and workers to achieve shared objectives like safety, productivity, and organizational health. Suggesting improvements and implementing safety protocols are proactive examples of this synergy. Conversely, deliberately slowing down production, known as a go-slow tactic, is a form of industrial conflict. Such actions are designed to exert pressure on employers and represent a breakdown in the cooperative relationship.

9. (A) P-3, Q-1, R-4, S-2
Different approaches to industrial relations offer unique perspectives on workplace dynamics. The pluralist view focuses on negotiation between interest groups, while the Marxist perspective emphasizes class struggle. The Gandhian approach is centered on the principle of trusteeship, where owners act as guardians of workers' interests. Finally, the unitarist approach treats the organization as a harmonious entity with shared goals, where conflict is considered an avoidable abnormality.

10. (A) The Indian Labour Conference (ILC) is the apex bipartite body in India.
Bipartitism refers to a system where only two parties, the employer and the employees, engage in dialogue and negotiation to settle workplace issues without external state intervention. Works committees represent a classic example of such a forum. However, the Indian Labour Conference is actually a tripartite body because it includes representatives from the government alongside employers and workers. It serves as a national-level platform for social dialogue.

11. (D) A greater degree of consensus on labour policies and legislative changes.
An effective tripartite mechanism facilitates structured dialogue between the government, employers, and employees. This collaboration ensures that all stakeholders have a voice in shaping labor laws and industrial policies. By addressing the concerns of both capital and labor, the system reduces friction and fosters a consensus-based approach to governance. This typically leads to more stable industrial relations and a more balanced regulatory environment for the industry.

12. (C) 1, 2, 3 and 4 only
Collective bargaining is a bipartite negotiation process between employers and trade unions aimed at regulating wages and working conditions. This concept was famously defined by Sidney and Beatrice Webb. The resulting agreements establish a system of private jurisprudence that is legally binding on the signatories. While the government may provide a legal framework, it is not an active third party in the actual bargaining sessions between labor.

13. (C) To give workers a sense of influence in decision-making processes.
Workers' participation in management is designed to bridge the gap between employees and the leadership of an organization. By involving workers in decision-making, the process aims to enhance their psychological involvement, commitment, and sense of belonging. This fosters industrial democracy and improves motivation by making workers feel that their opinions matter. It is not intended to replace management but to create a more inclusive and collaborative work environment.

14. (D) Any dissatisfaction or feeling of injustice arising from employment.
In industrial relations, a grievance is broadly defined as any feeling of discontent or injustice that an employee experiences regarding their employment. This dissatisfaction may be real or perceived and can relate to wages, working hours, supervision, or company policies. Unlike a collective dispute, which involves the whole union, a grievance usually starts as an individual issue that requires resolution through a systematic and formal internal procedure.

15. (A) Issuing a charge-sheet detailing the alleged misconduct.
Formal disciplinary action in an industrial setting follows a structured legal procedure to ensure fairness. The process typically begins with the issuance of a charge-sheet. This document provides the employee with specific details of the alleged misconduct and allows them an opportunity to respond. This step is crucial for upholding the principles of natural justice before

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In a formal grievance handling procedure, the process typically starts with the aggrieved employee presenting their dissatisfaction to their immediate supervisor. This first step allows for the quick and informal resolution of minor issues at the source. If the supervisor cannot resolve the problem satisfactorily, the grievance then moves through higher levels of management, such as the department head or a dedicated grievance committee, ensuring a systematic review.

32. (D) 1, 2, 3, 4 and 5
The subject matter of collective bargaining is broad and encompasses almost all aspects of the employment relationship. This includes fundamental issues like wages, bonuses, and working hours, as well as procedural rules for promotions and retrenchment. Furthermore, negotiations often cover the introduction of new technology and the provision of welfare facilities like canteens. By discussing these various topics, employers and unions aim to create a comprehensive agreement that regulates the workplace environment.

33. (B) Works Committee
The Industrial Disputes Act of 1947 provides a statutory basis for workers' participation through the establishment of works committees. These committees are mandatory in industrial establishments employing one hundred or more workmen. They consist of equal representatives from both the employer and the employees. Their primary purpose is to promote measures for securing and preserving amity and good relations by discussing matters of common interest at the plant level.

34. (A) Natural justice.
Any formal disciplinary action taken against an employee must strictly adhere to the principles of natural justice to ensure legality and fairness. These principles include the right of the accused to be heard, the requirement for an impartial decision-maker, and the necessity of basing decisions on evidence. By following these standards, organizations protect themselves from legal challenges and ensure that employees are treated with dignity and fairness during the enquiry process.

35. (C) Mutual agreement and voluntary acceptance by parties.
The Code of Discipline, formulated in India in 1958, was a landmark voluntary instrument in industrial relations. It was based on the principle of mutual agreement among the government, employers, and trade unions. The parties voluntarily committed to following specific rules of conduct to prevent disputes and maintain industrial peace. This approach emphasized self-regulation and moral obligation over compulsory legal enforcement, aiming to foster a culture of cooperation and discipline in industry.

36. (D) Cooperation, productivity, and flexibility.
In the modern era of globalization and intense competition, industrial relations have shifted their focus toward cooperation and organizational efficiency. There is a growing emphasis on enhancing productivity and maintaining workplace flexibility to adapt to rapid market changes. Both management and unions increasingly recognize that the survival of the enterprise depends on collaborative efforts. This contemporary approach moves away from traditional adversarial tactics toward building mutually beneficial relationships and sustainable growth.

37. (C) Employers' organisations.
The All India Organisation of Employers and the Employers' Federation of India are prominent national bodies representing management interests. These employers' organisations serve as the collective voice for business owners in tripartite consultations and policy discussions with the government. They provide vital services to their members, including legal advice on labor matters and representation during collective bargaining. Their role is essential for balancing the influence of powerful national trade union federations.

38. (B) Seven
According to the provisions of the Trade Unions Act of 1926, a minimum of seven members is required to form and apply for the registration of a trade union. These members must be employees of the establishment or industry with which the union is connected. This statutory requirement ensures that the association has a basic level of representation before it can gain legal status and

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disputes and outlines the rights of unions, it does not make registration mandatory. Unions remain voluntary associations that choose to register to gain legal privileges.

24. (A) Collaborating with management on productivity and development.
As the economic landscape evolves, trade unions in India are increasingly shifting from purely adversarial roles to more collaborative ones. This emerging role involves partnering with management to improve organizational productivity, service quality, and employee skill development. By focusing on the long-term sustainability of the enterprise, unions aim to secure job stability and better benefits for their members. This strategic partnership is vital for navigating the challenges of global competition.

25. (C) Powerful and cohesive interest groups in conflict.
The pluralist approach views the industrial organization as a coalition of various interest groups, such as management and different categories of workers. Each group is seen as having its own legitimate goals and leaders. In this perspective, conflict is perceived as an inevitable and healthy outcome of these competing interests. Trade unions are recognized as necessary representatives that help balance power through negotiation and collective bargaining processes.

26. (A) Both A and R are true and R is the correct explanation of A.
Tripartism is a collaborative framework that involves the state, employers, and employees in managing industrial relations. The state intervenes because it represents the broader community's interests and seeks to maintain social order. By facilitating dialogue between capital and labor, the government aims to balance power dynamics and ensure that industrial disputes do not harm the public good. Thus, state participation is essential for achieving balanced social and economic policy.

27. (B) Statement I is incorrect, but Statement II is correct.
Collective bargaining is not merely a one-time event used to solve a single disagreement; it is a continuous and dynamic process. It governs the ongoing relationship between employers and employees by establishing rules for wages, benefits, and working conditions over a specified period. This process requires constant administration and renegotiation as circumstances change. It serves as a permanent mechanism for maintaining industrial peace and adapting to new economic challenges.

28. (B) A manifestation of the fundamental class struggle.
According to the Marxist perspective, industrial conflict is a deep-rooted and inevitable feature of a capitalist society. It is viewed as a manifestation of the fundamental struggle between the owners of the means of production and the workers who sell their labor. In this approach, conflict cannot be permanently resolved through simple negotiations because it arises from the structural inequality and exploitation inherent in the capitalist economic system.

29. (B) P-3, Q-4, R-1, S-2
Industrial relations concepts cover various interactions and actions within the workplace. Bipartism involves direct forums between employers and employees. A grievance represents an individual's feeling of dissatisfaction or injustice. A lockout is a management action where the workplace is closed to pressure workers. Collective bargaining is the negotiation process used to reach agreements. Correctly identifying these terms is essential for understanding the mechanisms used to manage and resolve industrial conflicts.

30. (D) Market Level
Workers' participation in management typically occurs at different structural levels within an organization to ensure employee involvement. These include the shop floor level for daily operational issues, the plant level for broader factory concerns, and the board level for strategic decision-making. Participation does not extend to the market level, as marketing and external competition are generally considered management functions or are governed by external economic forces beyond the internal organizational hierarchy.

31. (A) The immediate supervisor.

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By sharing information and involving workers in various levels of management, the organization recognizes the dignity of labor and fosters a sense of partnership. This democratic approach aims to improve employee morale, reduce conflict, and enhance overall organizational commitment and effectiveness.

47. (A) Hear the other side; no one should be condemned unheard.
The legal principle of 'audi alteram partem' is a cornerstone of natural justice in disciplinary proceedings. It dictates that every individual has the right to be heard and to present their defense before any adverse decision is made against them. In an industrial context, this means an employer must provide an employee with a fair opportunity to explain their actions and respond to charges of misconduct before any punishment is imposed.

48. (B) Industrial Revolution
The concept of industrial relations emerged as a direct consequence of the Industrial Revolution, which transformed production from small-scale crafts to large factories. This shift created a clear distinction between the owners of capital and the masses of wage-earners. The resulting issues of low wages, poor working conditions, and unequal power necessitated the development of formal mechanisms to manage the relationship between management and labor. Thus, the field of industrial relations was born.

49. (B) Consumers and the general public
In the systems model of industrial relations, three main actors are identified: a hierarchy of managers, a hierarchy of workers and their representatives, and specialized governmental agencies. These actors interact within a specific environmental context to create rules that govern the workplace. While consumers and the general public may be affected by the outcomes of industrial relations, they are not considered primary actors within the internal structural framework of the industrial relations system itself.

50. (A) 2, 4, 3, 1
A standard grievance procedure follows a hierarchical path to ensure systematic resolution of employee complaints. The process begins with the employee approaching their immediate supervisor. If unresolved, the matter is taken to the departmental head. Subsequent steps involve referring the issue to a specialized grievance committee for a more detailed review. The final internal stage involves an appeal to the top management. This structured approach ensures that grievances are addressed at the most appropriate organizational level.

51. (C) Social factors and informal group dynamics.
The human relations approach, pioneered by Elton Mayo through the Hawthorne studies, shifted the focus of industrial relations from purely economic incentives to social and psychological factors. This perspective emphasizes that workers are not just motivated by money but also by their social needs and the informal group dynamics within the workplace. It suggests that productivity is significantly influenced by employee morale, effective communication, and a supportive social environment created by management.

52. (B) 2, 3 and 5
Trade unions in India face several significant structural problems that hinder their effectiveness. These include a lack of dedicated and educated second-tier leadership and the multiplicity of unions within single establishments, which leads to damaging inter-union rivalry. Furthermore, the dominance of 'outsider' leadership, often with strong political affiliations, can sometimes shift the union's focus away from workers' welfare toward broader political goals. These issues collectively weaken the collective bargaining power of the Indian labor movement.

53. (C) In furtherance of a legitimate trade dispute.
The Trade Unions Act of 1926 provides registered trade unions with specific legal protections to ensure they can function effectively. Section 17 grants immunity from criminal conspiracy charges to union members and leaders, provided their actions are taken in furtherance of a legitimate trade dispute. This protection allows unions to organize collective actions, like strikes, without fear of prosecution, as long as their methods remain within the legal boundaries of industrial protest and negotiation.

54. (B) Collective bargaining agent

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the associated privileges and immunities granted by the Act.

39. (D) A leader who is not an employee of the establishment.
The term 'outsider' in the Indian trade union context refers to leaders who are not actually employed in the industry or factory they represent. These leaders are often professional politicians, lawyers, or social workers who take up union leadership roles. While they bring valuable external expertise and political influence, their presence has sometimes been criticized for prioritizing political agendas over the specific workplace needs and interests of the actual industrial employees.

40. (A) Employer deducting union dues from members' wages.
The 'Check-off' system is a convenient financial arrangement where an employer deducts trade union membership fees directly from the salaries of participating employees. These collected funds are then transferred to the union's accounts. This system ensures a steady and reliable source of income for the union and eliminates the need for manual collection. It also serves as an indirect way for the employer to recognize the union's active membership within the organization.

41. (C) They are reverting to traditional adversarial tactics only.
Trade unions are currently evolving to remain relevant in a changing economic environment. They are expanding their focus beyond simple wage demands to include issues like gender equality, social responsibility, and worker skill development. Modern unions are increasingly engaging in strategic partnerships and social dialogue rather than relying solely on traditional adversarial tactics like frequent strikes. This broader approach helps them address the diverse needs of workers in a globalized and technology-driven labor market.

42. (A) A clash of legitimate but differing interests.
From a pluralistic perspective, industrial conflict is seen as a natural outcome of the different but legitimate goals held by various groups within an organization. Management focuses on efficiency and profit, while workers seek better wages and job security. Since these interests are not always aligned, occasional disagreements are inevitable. This approach views such conflict as something that can be managed and resolved through institutional mechanisms like collective bargaining and grievance procedures.

43. (B) 1, 2 and 4 only
Tripartite bodies in India, such as the Indian Labour Conference, play a vital role in promoting social dialogue. They bring together representatives from the government, employers, and employees to discuss labor policies. While these bodies aim to achieve consensus and their recommendations carry significant moral and political weight, they are generally advisory in nature and not mandatorily binding. Their primary objective is to foster a collaborative environment for shaping balanced national labor legislation.

44. (B) Gandhian Approach
The Gandhian approach to industrial relations is centered on the unique concept of trusteeship. It advocates that employers should consider themselves as trustees of the wealth they possess, using it for the welfare of workers and society. This approach emphasizes non-violence, truth, and mutual respect between capital and labor. It seeks to resolve conflicts through peaceful negotiation and arbitration, viewing the relationship between management and employees as a collaborative partnership rather than a struggle.

45. (C) Enterprise-level bargaining
Enterprise-level bargaining refers to negotiations conducted at the level of a single company or plant between a specific employer and the local trade union. This form of bargaining allows for agreements that are tailored to the unique economic conditions and operational needs of that particular establishment. It has become increasingly popular in the post-liberalization era as companies seek greater flexibility and productivity improvements that are specific to their own workforce and production processes.

46. (D) Industrial democracy
Workers' participation in management is a fundamental mechanism for promoting industrial democracy. It provides a formal structure through which employees can have a say in the decisions that affect their work lives.

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and macro levels. Their role is to represent the collective interests of the business community in discussions with the central government and in international forums. They focus on broad economic policies, labor legislation, and industrial growth, providing a unified management perspective that influences national-level social and economic governance.

62. (D) The conduct of trade disputes and member compensation.
The Trade Unions Act of 1926 specifies the legitimate ways in which the general funds of a registered trade union can be utilized. These include the payment of salaries to union staff, administrative expenses, and the legal conduct of trade disputes. Funds can also be used for the compensation of members for losses arising out of such disputes and for providing welfare benefits. These strict regulations ensure that union resources are used solely for the benefit of the members.

63. (D) 1, 2, 3 and 4
Trade unions serve multiple critical functions aimed at improving the lives of workers. Their primary objectives include securing fair wages and better working conditions through collective bargaining and protecting members from unfair treatment or victimization by employers. Additionally, modern unions seek to participate in management decisions and strive to improve the overall social and industrial status of workers. By pursuing these diverse goals, unions act as vital agents for social justice and industrial democracy.

64. (B) They prioritize political interests over worker interests.
A major criticism of 'outsider' leadership in Indian trade unions is that these leaders often have strong affiliations with political parties. This can lead to situations where the union's actions and priorities are dictated by political considerations rather than the specific workplace needs of the industrial employees. When political agendas take precedence, the core objective of improving worker welfare and resolving factory-level grievances may be compromised, potentially leading to unnecessary strikes or political agitation.

65. (B) Membership verification
Membership verification is a formal method used by authorities to determine the representative strength of different trade unions within an establishment. This process involves a meticulous check of union records, including membership lists and subscription receipts, to verify the number of active members each union has. The results are used to identify which union should be recognized as the majority representative for collective bargaining purposes. This method relies on documented evidence rather than a direct vote.

66. (A) Characterized by both conflictual and cooperative elements.
The relationship between labor and management is inherently complex, featuring a continuous interplay between conflict and cooperation. While both parties must cooperate to ensure the production of goods and services and the survival of the enterprise, they also have competing interests regarding the distribution of profits and working conditions. Recognizing this dual nature is essential for understanding industrial relations, as it highlights the need for mechanisms that manage conflict while fostering necessary cooperative efforts.

67. (C) Acceptance of trade unions as legitimate representatives.
The unitarist approach to industrial relations is characterized by the belief that the organization is a unified team with a common purpose. In this view, management's authority is absolute, and any conflict is seen as irrational or caused by outsiders. Consequently, unitarists generally do not accept trade unions as legitimate representatives, instead viewing them as disruptive intruders that interfere with the direct relationship between management and employees. This approach emphasizes shared values and total loyalty.

68. (D) The state, employers, and employees/unions.
According to the systems model of industrial relations, there are three primary actors: workers and their representatives, employers and their associations, and the state through its specialized agencies. These actors interact within a specific environmental context to create the rules and regulations that govern the workplace. Understanding the roles and power dynamics of

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The concept of recognition is central to the functionality of a trade union within an organization. When an employer recognizes a union, they formally acknowledge its status as the authorized collective bargaining agent for the employees. This recognition gives the union the mandate to negotiate on behalf of its members regarding wages, benefits, and working conditions. It is a vital step toward establishing a formal and stable relationship between management and the organized workforce.

55. (A) Both Statement I and Statement II are correct.
The post-liberalization era in India has brought significant changes to industrial relations, moving away from traditional confrontation toward greater cooperation. Intense global competition has forced both management and trade unions to prioritize productivity, quality, and organizational survival. This shared goal has encouraged more collaborative approaches at the plant level. As a result, both parties increasingly recognize that their mutual interests are best served by maintaining a competitive and efficient work environment through social dialogue.

56. (A) Both A and R are true and R is the correct explanation of A.
Collective bargaining serves as a practical application of industrial democracy within the workplace. It provides a structured mechanism through which workers, represented by their unions, can actively participate in the decision-making processes that directly affect their employment and working conditions. By allowing labor to have a voice in negotiations with management, collective bargaining ensures that the interests of the workforce are considered, fostering a more balanced and democratic relationship between capital and labor.

57. (C) Industrial conflict
A 'go-slow' tactic occurs when workers deliberately reduce their pace of work and overall productivity while still remaining on the job. This is a subtle yet effective form of industrial conflict used to put pressure on management to meet certain demands. Unlike a strike, production does not stop completely, but the resulting inefficiency can cause significant economic loss for the employer. It represents a clear manifestation of labor discontent and a breakdown in workplace cooperation.

58. (A) A negotiation process seeking win-win solutions.
Integrative bargaining is a collaborative approach to negotiation where both parties work together to find solutions that benefit everyone involved. Unlike distributive bargaining, which is a win-lose situation over limited resources, integrative bargaining focuses on expanding the possibilities to create mutual gains. This process encourages open communication and problem-solving to address shared interests, such as improving productivity while also enhancing worker benefits. It aims to build a stronger, more cooperative long-term relationship.

59. (A) P-3, Q-1, R-4, S-2
Workers' participation in management exists at various levels, depending on the degree of influence workers have. Informative participation involves management simply providing information to employees. Consultative participation occurs when management seeks worker opinions before making decisions. Associative participation gives workers a stronger role, sometimes including veto power on specific issues. Decisive participation is the highest level, where management and workers make joint decisions. These forms represent different stages of industrial democracy and employee involvement.

60. (B) Formally communicate specific charges of misconduct.
The primary purpose of a charge-sheet in a disciplinary proceeding is to provide the employee with a formal and detailed statement of the specific acts of misconduct they are accused of. This step is a fundamental requirement of natural justice, as it ensures the employee knows exactly what they must defend themselves against. By clearly outlining the charges, the employer provides a fair basis for the employee's response and any subsequent domestic enquiry.

61. (C) National and Macro level
Major employers' organisations, such as the Confederation of Indian Industry and the Federation of Indian Chambers of Commerce and Industry, primarily operate at the national

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ANSWERS

1. (B) The relationship between employers and employees, their representatives, and the state.
Industrial relations represent the complex, multidimensional interactions within a workspace involving labor, management, and the government. This vital concept explores how these three groups coexist effectively to maintain industrial production while balancing various social and economic interests. It focuses on collective aspects rather than just individual employment contracts, aiming to establish a stable framework for dispute resolution and long-term productive collaboration.

2. (A) A policy of laissez-faire followed by ad-hoc legislative intervention.
During the pre-independence era in India, the colonial administration initially adopted a hands-off approach known as laissez-faire. This meant that industrial disputes were treated as private matters between employers and workers. However, as labor unrest grew, the government began introducing ad-hoc legislative measures to maintain order. These interventions were reactive and lacked a comprehensive framework for sustainable long-term industrial peace or worker welfare.

3. (C) 1, 2 and 3 only
The scope of industrial relations is comprehensive, covering relationships between individual workers and employers as well as collective interactions between trade unions and management federations. It fundamentally involves the regulatory role of the state and its various institutions in managing industrial disputes. While manufacturing is a significant sector, industrial relations apply across diverse industries, extending far beyond manufacturing to include various services and commercial establishments.

4. (D) It sees the organization as an integrated and harmonious whole with a common purpose.
The unitarist approach perceives the industrial organization as a single, unified team working toward common goals. Management and employees are seen as sharing identical interests, making the workplace a harmonious environment. In this view, conflict is regarded as irrational or the result of poor communication rather than a structural issue. Consequently, trade unions are often viewed as unnecessary intruders that disrupt the internal harmony.

5. (A) Both Statement I and Statement II are correct.
Industrial relations systems are built upon the interactions of three primary actors: employees, employers, and the government. These parties do not operate in isolation but are significantly influenced by external factors. The economic, social, and political environment dictates the power dynamics and regulatory frameworks within which these actors negotiate. Understanding these interactions is essential for analyzing how industrial peace and productivity are maintained within a society.

6. (A) Both A and R are true and R is the correct explanation of A.
The systems model developed by John Dunlop posits that industrial relations consist of actors, specific contexts, and a binding ideology. This model explains that the main goal of the interaction between these elements is the creation of a network of rules. These rules govern the workplace and define the relationships between participants. Therefore, the regulatory output is a direct consequence of the structured environment.

7. (D) Wildcat strike
A wildcat strike refers to a sudden work stoppage initiated by a group of employees without the formal authorization of their trade union. Such actions are often spontaneous reactions to immediate grievances, such as changes in work schedules or perceived unfair treatment. Unlike regular strikes, these are not planned through official union channels, representing a direct and often unauthorized form of industrial conflict at the plant.

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these three groups is fundamental to analyzing how industrial relations systems function and how they adapt to economic and social changes.

69. (C) An employer and a regulator.
In a tripartite industrial relations system, the state performs a complex dual role. First, it acts as a significant employer, particularly in the public sector, where it must manage its own workforce and negotiate with unions. Second, the state serves as a regulator and legislator for the entire economy, setting the legal framework for labor standards, dispute resolution, and industrial safety. Balancing these two roles is essential for the state to maintain social stability and economic growth.

70. (B) Collective Bargaining
Collective bargaining is the formal process of negotiation between an employer or a group of employers and a representative group of employees, usually a trade union. The primary objective is to reach a mutual agreement that regulates various aspects of employment, such as wages, working hours, and other service conditions. This bipartite process serves as a key mechanism for resolving conflicts of interest and establishes a framework for industrial democracy and rule-making within the organization.

71. (D) Non-cooperative attitudes of management and unions.
The effective implementation of workers' participation in management in India has often been hindered by the resistant attitudes of both management and trade union leaders. Managers may be reluctant to share their traditional decision-making authority, viewing participation as a threat to their power. Similarly, union leaders might fear that close collaboration with management will undermine their role as advocates for workers' rights. This lack of mutual trust and commitment remains a significant barrier to industrial democracy.

72. (A) 3, 2, 5, 1, 4
A fair disciplinary procedure follows a logical sequence to ensure the principles of natural justice are upheld. It typically starts with a preliminary investigation to establish if there is a case. If misconduct is suspected, a formal charge-sheet is issued. The employee is then given an opportunity to explain their side. If the explanation is unsatisfactory, a formal domestic enquiry is conducted. Finally, based on the enquiry's findings, the final order of punishment is issued.

73. (C) Gentleman's agreement adopted at the ILC.
The Code of Conduct, adopted in 1957, was a significant non-statutory development in Indian industrial relations. It was essentially a 'gentleman's agreement' formulated and accepted voluntarily by the representatives of the government, employers, and workers at the Indian Labour Conference. The code aimed to discourage inter-union rivalry and promote ethical behavior among trade unions. Although it lacked legal backing, it relied on the moral commitment of all parties to maintain harmony and order in the industry.

74. (A) The role and security of permanent workers and unions.
The modern trend toward using contract labor and flexible work arrangements poses a significant challenge to traditional industrial relations. These practices often result in a segmented workforce, where contract workers lack the job security and benefits enjoyed by permanent employees. This shift can weaken the influence of trade unions, as contract workers are often harder to organize and represent. It raises critical questions about labor standards, worker protection, and the long-term stability of the organized labor movement.

75. (D) Provide support and negotiate industry-wide agreements.
Employers' organisations play a crucial role in the collective bargaining process, especially at the industry-wide level. They provide their member companies with expert advice, statistical data, and legal support during negotiations with powerful national trade union federations. By representing a large group of employers, these organizations can negotiate standardized agreements that cover wages and working conditions across an entire sector. This helps maintain a level playing field and ensures stability in industrial relations throughout the industry.

76. (C) A true but R is false.
Under the Trade Unions Act of 1926, the registration of a trade union is entirely voluntary,

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135. (B) AIOE, EFI, and SCOPE
The Council of Indian Employers is a unified body that brings together three major organizations: the All India Organisation of Employers, the Employers' Federation of India, and the Standing Conference of Public Enterprises. The CIE serves as a common platform to represent the interests of both private and public sector employers in national and international forums. By coordinating the voices of these different groups, the CIE ensures a strong and unified management perspective in tripartite consultations.

136. (B) Provide for the registration, rights, and liabilities of unions.
The primary objective of the Trade Unions Act of 1926 is to provide a legal framework for the formation, registration, and functioning of trade unions in India. The Act defines the rights and privileges of registered unions, such as immunities from certain civil and criminal liabilities, and also outlines their responsibilities and liabilities. By institutionalizing trade unions as legal entities, the Act aims to facilitate organized collective action and provide a structured basis for management-labor interactions.

137. (B) The need for workers to improve their bargaining power.
The emergence of trade unions is fundamentally driven by the inherent power imbalance between individual workers and their employers. By forming associations, workers can pool their resources and speak with a collective voice, significantly increasing their bargaining power. This allows them to negotiate more effectively for better wages, safer working conditions, and fairer treatment. Trade unions provide workers with a mechanism to collectively address grievances and participate in shaping the terms and conditions of their employment.

138. (C) An excess of committed leaders at the plant level.
Trade unions in India face many significant problems, including financial weakness, fragmentation due to multiplicity, and heavy politicalization. However, having an excess of committed and educated leaders at the plant level is certainly not one of them. In fact, a major challenge is the lack of a strong second-tier leadership within the actual workforce. This shortage often leads to a reliance on 'outsider' leadership, which can sometimes prioritize political goals over the specific needs of the workers.

139. (B) Statement I is correct, but Statement II is incorrect.
Under the Trade Unions Act of 1926, a registered trade union is permitted to establish a separate fund to be used for political purposes, such as supporting candidates or holding political meetings. However, the law is very clear that contributions to this political fund must be entirely voluntary. A member cannot be compelled to contribute, and those who choose not to pay cannot be excluded from any benefits of the union or placed under any disability compared to other members.

140. (C) File a grievance through the established procedure.
When an employee feels they have been treated unfairly, the most appropriate and effective first course of action is to use the organization's formal grievance redressal procedure. This systematic process is specifically designed to address such individual complaints internally and at the earliest possible stage. Filing a grievance allows management to review the case and resolve the issue without escalating the conflict to disruptive actions like strikes or expensive and time-consuming legal proceedings in a court.

141. (C) The entire relationship from hiring to separation.
The scope of industrial relations is comprehensive, covering all aspects of the relationship between an employer and an employee throughout their time with the organization. It begins with the recruitment and hiring process and continues through wage negotiations, training, performance reviews, and grievance handling, concluding only at the point of separation or retirement. By encompassing the entire duration of employment, industrial relations aims to maintain a stable and productive environment that balances the needs of both parties.

142. (A) Unitarist Approach
The unitarist approach to industrial relations is based on the belief that the organization is a single, integrated team with a unified purpose

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stakeholders may be influenced by industrial outcomes, they are not considered part of the core internal group of actors within the industrial relations system.

84. (B) The Systems Model
John T. Dunlop's influential model of industrial relations is commonly referred to as the systems model. This framework analyzes industrial relations as a distinct subsystem of the broader society, composed of actors, environmental contexts, and an ideology that binds them together. The primary output of this system is a network of rules that regulate the behavior of management and labor. This model provides a structured way to understand how various external and internal factors shape workplace relationships.

85. (B) Industrial conflict
'Gherao' is a militant form of industrial action where workers physically surround management personnel and prevent them from leaving their offices or moving freely. It is a clear manifestation of intense industrial conflict and is used as a high-pressure tactic to force management to concede to labor demands. Unlike peaceful strikes or negotiations, gherao often involves an element of physical coercion and is generally considered a disruptive and often illegal practice in most industrial relations systems.

86. (B) A bipartite body
A works committee is a prime example of a bipartite body within an industrial establishment. Mandated under the Industrial Disputes Act of 1947 for larger organizations, it consists of equal representatives from both the employer and the workmen. Its role is to provide a platform for direct communication and consultation between management and employees on matters of common interest. By excluding government or third-party involvement, it focuses on resolving daily operational issues and maintaining workplace amity.

87. (B) A zero-sum or win-lose negotiation over resources.
Distributive bargaining is a competitive negotiation strategy where the parties involved treat the available resources as a fixed amount. In this zero-sum approach, any gain for one party is perceived as a corresponding loss for the other. This type of bargaining often occurs during wage negotiations, where management and labor compete over the distribution of company profits. It is characterized by high tension, secretiveness, and a focus on short-term goals rather than long-term collaborative solutions.

88. (A) Provide a systematic process for resolving complaints.
The fundamental purpose of a grievance handling procedure is to establish a clear, fair, and organized channel for employees to voice their dissatisfactions. By providing a structured way to address complaints, the procedure helps resolve issues quickly and at the lowest possible level. This prevents minor individual frustrations from escalating into major collective disputes or strikes. A well-functioning grievance machinery is essential for maintaining employee morale, trust, and overall industrial peace within an organization.

89. (D) The right to lifelong employment.
Principles of natural justice are essential in any disciplinary action to ensure fairness and legality. These include the right to a fair hearing, the rule against bias, and the requirement that decisions must be based on credible evidence. While these principles protect employees from arbitrary treatment, they do not include a right to lifelong employment. Employers maintain the right to terminate employment for valid reasons, such as misconduct or retrenchment, provided they follow the established legal procedures.

90. (C) A greater emphasis on flexibility and plant-level negotiations.
The economic liberalization in India since 1991 has significantly transformed the industrial relations landscape. To compete globally, companies have moved away from centralized, industry-wide bargaining toward more flexible and decentralized plant-level negotiations. This shift allows for agreements that are tailored to the specific productivity needs and economic realities of individual enterprises. Consequently, there is a greater focus on operational efficiency, technological adaptation, and collaborative efforts between management and local workers to ensure organizational competitiveness.

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long-term viability of the enterprise, which is essential for securing the welfare, job security, and future benefits of their members.

106. (A) Both A and R are true and R is the correct explanation of A.
In the field of industrial relations, it is important to distinguish between a grievance and a dispute. A grievance typically refers to an individual's personal feeling of dissatisfaction or injustice regarding their specific employment conditions. In contrast, an industrial dispute is a broader and more formal disagreement that usually involves a group of workers or a trade union. Understanding this distinction helps in selecting the appropriate mechanism, whether it is a grievance procedure or collective bargaining.

107. (C) John T. Dunlop
The systems approach to industrial relations was pioneered by the American scholar John T. Dunlop. His influential work, published in the mid-twentieth century, provided a comprehensive framework for analyzing industrial relations as a distinct and structured system. Dunlop's model focuses on how actors, environmental contexts, and a shared ideology interact to create a network of rules governing the workplace. This approach shifted the focus toward a more holistic and sociological understanding of labor-management relations in modern society.

108. (A) The State/Government
Tripartism is a collaborative approach to industrial relations that involves three primary parties: employers, employees, and the state or government. The inclusion of the state as an active participant distinguishes it from bipartism, which only involves management and labor. The government's role in tripartism is to facilitate dialogue, provide a legal framework, and represent the broader public interest. This three-way interaction aims to achieve consensus on national labor policies and maintain social stability and economic growth.

109. (B) P-3, Q-1, R-2, S-4
Each actor in the industrial relations system has distinct primary interests and roles. Employers are fundamentally focused on business profitability and operational efficiency. Employees are primarily concerned with securing fair wages and improving their working conditions. The state acts to maintain law and order and provides the regulatory framework for industry. Finally, employers' organisations focus on policy lobbying and representing the collective voice of management. Recognizing these differing motivations is essential for understanding how these actors interact.

110. (B) A strike by workers.
A strike is a classic example of industrial conflict, representing a concerted and deliberate stoppage of work by employees to express a grievance or press for specific demands. It signifies a breakdown in the normal cooperative relationship between labor and management. In contrast, joint safety committees, successful collective bargaining, and productivity schemes are all manifestations of industrial cooperation, where the parties work together toward common goals. Identifying these different forms of interaction is fundamental to analyzing workplace dynamics.

111. (C) The involvement of the government as a third party.
The fundamental difference between bipartite and tripartite consultations lies in the number and nature of the participating parties. Bipartite consultations involve only two parties: the employer and the employees or their representatives. Tripartite consultations, however, include a third party, which is typically the government or a state agency. The state's involvement in tripartism is intended to provide a neutral perspective, represent the public interest, and facilitate a broader consensus on national labor and economic policies.

112. (C) It primarily involves two parties: employer and employees.
Collective bargaining is categorized as a bipartite process because it is fundamentally a negotiation between two primary parties: the management and the organized workforce represented by their trade union. While the government may establish the legal framework for such negotiations, it does not typically participate as an active third party in the actual bargaining sessions. The direct interaction between the employer and the employees is what makes the process bipartite, aiming for a mutually acceptable agreement.

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over organizational decisions. At this level, management and workers' representatives make joint decisions on critical matters, often sharing equal authority. This form of participation goes beyond mere information sharing or consultation, transforming the relationship into a true partnership. It represents a significant step toward industrial democracy, where workers have a direct and powerful role in governance.

99. (D) An impartial and unbiased person.
To ensure the fairness and legality of a domestic enquiry, the person appointed as the enquiry officer must be impartial and unbiased. Their role is to conduct a neutral investigation into the charges of misconduct and to reach findings based solely on the evidence presented. An enquiry conducted by someone with a personal interest in the outcome, or someone who is biased toward management or the union, would violate the fundamental principles of natural justice and be legally invalid.

100. (A) 3, 1, 4, 2
The history of industrial relations in India follows a distinct chronological progression. It began with the pre-independence laissez-faire phase, followed by a period of strong government intervention and adjudication after independence. The 1970s saw a specific phase related to the national emergency, which significantly impacted labor relations. Most recently, the post-1991 era of economic liberalization has led to a shift toward market-driven adjustments and decentralized bargaining. This timeline reflects the changing priorities of the Indian state and economy.

101. (B) Employers
A primary objective of an employers' organisation is to foster solidarity among business owners and provide them with a common voice. These associations represent the collective interests of employers when interacting with trade unions and the government on matters of labor policy and industrial legislation. By coordinating management's stance, these organisations help balance the collective power of organized labor. They also provide members with a platform to share best practices and collectively address common industrial challenges.

102. (D) Any of the above combinations.
According to the Trade Unions Act of 1926, a 'trade dispute' is defined broadly to include conflicts involving various combinations of actors. It can occur between employers and workmen, between workmen and workmen, or even between employers and employers. This wide definition recognizes that industrial conflict can take many forms and is not limited to the traditional management-versus-labor dynamic. The Act provides a legal framework for resolving these diverse types of disputes through registered trade unions.

103. (A) Low membership fees and poor recovery.
Many trade unions in India struggle with a weak financial position, which significantly limits their ability to provide welfare services or sustain long-term industrial actions. This problem is primarily caused by low membership subscription rates and a lack of effective mechanisms for recovering dues from members. Without a stable and adequate income, unions remain dependent on external donations or political support, which can compromise their independence and focus on the specific needs and interests of their own worker members.

104. (B) Statement I is incorrect, but Statement II is correct.
In India, there is currently no central legislation that makes the recognition of a trade union by an employer mandatory. While some states have their own laws on this matter, the national framework remains voluntary. The Code of Discipline provides a set of criteria and a moral framework for recognition, but it is a non-statutory instrument. Therefore, the recognition of a union as a bargaining agent depends largely on mutual agreement or the voluntary adoption of established codes of conduct.

105. (C) To act as strategic partners with management for worker welfare.
To remain relevant in today's highly competitive and rapidly changing economic environment, trade unions must adapt their traditional roles. Rather than relying solely on adversarial tactics, the most effective approach is for unions to act as strategic partners with management. By collaborating on issues like productivity, quality, and skill development, unions can ensure the

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91. (C) The Indian Labour Conference (ILC)
The Indian Labour Conference is often referred to as the "Labour Parliament" because it is the highest tripartite body in India for discussing labor-related issues. It brings together representatives from the central and state governments, major employers' organizations, and central trade union federations. This forum provides a national platform for social dialogue, where key labor policies and legislative proposals are debated and consensus is sought, making it a vital institution for shaping the country's industrial relations policy.

92. (C) 1, 2, 3 and 4 only
The Trade Unions Act of 1926 provides several important privileges and immunities to registered trade unions to ensure they can effectively represent workers. These include immunity from criminal conspiracy for legitimate union activities and protection from civil suits related to trade disputes. Registered unions also have the right to amalgamate and to maintain a separate fund for political purposes. However, the Act does not grant a right to conduct illegal strikes, which remain subject to other labor laws.

93. (A) Existence of many unions in an industry with competing ideologies.
Multiplicity of unions is a significant challenge in the Indian industrial relations system, characterized by the presence of multiple trade unions within the same industry or establishment. These unions are often affiliated with different political parties and have competing ideologies. This fragmentation leads to inter-union rivalry, making it difficult for workers to present a unified front during negotiations. It also complicates the process of union recognition and collective bargaining for management, often leading to prolonged disputes.

94. (C) Adhering to traditional demands without considering performance.
In the contemporary economic environment, the role of trade unions in India is evolving beyond traditional, purely adversarial stances. Modern unions are increasingly focusing on the training and reskilling of workers and participating actively in policy-making forums. They are also addressing broader social issues like sustainability and gender equality. A shift away from rigid, traditional demands that ignore organizational performance is a key part of this emerging role, as unions recognize that worker welfare depends on business success.

95. (A) Both parties work together towards common or compatible goals.
Cooperation in industrial relations is a state where both management and labor work together to achieve goals that are mutually beneficial or compatible. This collaborative approach recognizes that both parties have a shared interest in the success and productivity of the enterprise. Cooperation is manifested through mechanisms like joint consultation, workers' participation in management, and integrative bargaining. It aims to build trust, improve morale, and reduce the frequency and intensity of industrial conflicts for the benefit of all.

96. (B) Trade unions are a legitimate mechanism to represent interests.
The pluralist approach views trade unions as necessary and legitimate organizations that represent the interests of workers in a complex industrial society. This perspective acknowledges that different groups within an organization have varying goals and that unions provide a vital check on management's power. By facilitating collective bargaining and negotiation, unions help balance these competing interests and contribute to industrial stability. The pluralist view sees unions as an essential component of a democratic and fair workplace.

97. (C) Form of private, voluntary rule-making
An agreement reached through collective bargaining is essentially a form of private and voluntary rule-making between management and labor. Unlike a law passed by a legislature or a court order, this agreement is created and accepted by the parties themselves to regulate their specific working relationship. It establishes a set of mutual rights and obligations that govern wages, benefits, and workplace behavior. This process of self-regulation is a core element of industrial democracy and flexible labor relations.

98. (C) Decisive participation
Decisive participation is the most advanced level of workers' participation in management, as it gives employees the highest degree of influence

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113. (C) 1, 2 and 3 only
Workers' participation in management is a system aimed at fostering industrial democracy by involving employees in the decision-making processes of the organization. It is designed to increase worker motivation and commitment by giving them a greater sense of belonging. In India, this has been promoted through both statutory and voluntary schemes. It is important to note that WPM does not imply that workers will take over management, but rather that they will collaborate as partners within the existing structure.

114. (B) Satisfaction of the aggrieved employee and resolution of the issue.
The ultimate goal of any effective grievance handling process is to reach a resolution that is fair and acceptable to the aggrieved employee. A successful outcome ensures that the source of dissatisfaction is addressed, which helps restore the employee's morale and productivity. This resolution also prevents the individual grievance from becoming a larger source of industrial conflict. By resolving issues internally and systematically, the organization maintains a positive work environment and avoids unnecessary disruptions like strikes or litigation.

115. (B) It is a legal entity but lacks specific protections and privileges.
Under the Trade Unions Act of 1926, an unregistered trade union is not considered an illegal association; it has a legal existence as a voluntary association of people. However, without registration, a union does not enjoy the specific legal protections, privileges, and immunities granted by the Act, such as immunity from certain civil and criminal liabilities. Therefore, while a union can exist and function without being registered, registration is vital for attaining full legal status and effective functioning.

116. (B) Relationships evolve with changes in the environment.
The concept of industrial relations is inherently dynamic because it is constantly influenced by changing economic, technological, social, and political environments. As new technologies emerge, as global markets shift, and as social values evolve, the relationships between labor, management, and the government must also adapt. This ongoing evolution means that industrial relations practices and theories are not static but continue to change to address new challenges and opportunities in the world of work and production.

117. (B) Non-violence, trusteeship, and mutual understanding.
The Gandhian approach to industrial relations is deeply rooted in the moral and ethical principles of non-violence, truth, and mutual respect. A key element of this approach is the concept of trusteeship, which suggests that employers should hold their wealth in trust for the benefit of their workers and society. It advocates for the peaceful resolution of conflicts through negotiation and arbitration, viewing management and labor as partners who should work together in a spirit of mutual understanding.

118. (B) The ideology of the actors.
In John Dunlop's systems model of industrial relations, ideology is considered one of the three essential components that make up the system, along with actors and environmental contexts. It is the shared set of beliefs that binds the system together. On the other hand, the primary outputs of the system are the network of rules, including standards, norms, and various disciplinary and hiring procedures. Therefore, while ideology is a critical input and structural element, it is not an output.

119. (D) Lockout
A lockout is an industrial action initiated by the employer, where the workplace is closed and workers are temporarily prevented from entering and performing their duties. This tactic is used as a means of putting economic pressure on employees or their union to agree to management's terms or to withdraw certain demands. Like a strike, a lockout is a manifestation of industrial conflict, but it is the management's counterpart to the labor union's decision to stop work collectively.

120. (B) A joint Quality Circle program involving workers and supervisors.
Industrial cooperation is best exemplified by initiatives where management and employees work together toward shared goals like improving quality or efficiency. A joint Quality Circle program is a perfect example, as it involves

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and an unregistered union is not considered illegal. However, while an unregistered union has a legal existence as an association, it does not enjoy the specific rights, privileges, and immunities that the Act grants only to registered trade unions. Therefore, while registration is not compulsory, it is highly beneficial for unions that wish to have formal legal protections and status in industrial relations.

77. (C) One of the earliest organised labour bodies in India.
The formation of the Bombay Millhands' Association in 1890 by N.M. Lokhande is a landmark event in the history of Indian labor. While it was not a trade union in the modern legal sense, it was one of the first organized bodies created to represent workers' grievances and demand better conditions. Its activities highlighted the plight of mill workers and paved the way for the later emergence of more formal and legally recognized trade unions in the Indian industrial landscape.

78. (D) Workers voting secretly to choose their representative union.
The secret ballot method is a democratic process used to determine which trade union has the majority support of the workers in an establishment. Employees cast their votes privately to select the union they want to represent them in collective bargaining. This method is often favored because it ensures that workers can express their true preference without fear of intimidation from management or rival union leaders, providing a clear and democratic mandate for union recognition.

79. (B) P-3, Q-4, R-2, S-1
Industrial relations in India are governed by a combination of statutory laws and voluntary codes. The Trade Unions Act focuses on the registration and legal status of unions, while the Industrial Disputes Act provides mechanisms for resolving workplace conflicts. The Factories Act ensures the health, safety, and welfare of workers within the industrial environment. Finally, the Code of Discipline is a voluntary agreement aimed at promoting industrial harmony and ethical conduct between management and labor.

80. (D) Statement I is incorrect, but Statement II is correct.
The Marxist and pluralist approaches offer contrasting views on the role of the state in industrial relations. Marxists believe the state is not neutral but acts to protect the interests of the capitalist class. In contrast, the pluralist approach views the state as a vital actor that functions as a neutral arbiter, balancing the competing interests of employers and employees to maintain social order. The pluralist view emphasizes the state's role in creating a fair regulatory framework for all.

81. (C) It encompasses the sum total of relationships between actors.
The scope of industrial relations is broad and includes all the various interactions and relationships between the primary actors: employees, employers, and the government. It goes beyond simple individual employment contracts to include collective bargaining, grievance handling, dispute resolution, and worker participation in management. Essentially, it covers the entire social and legal framework that governs the world of work, aiming to balance economic efficiency with social justice and industrial peace within a modern society.

82. (A) The organization has a common objective and is a unified team.
The core assumption of the unitarist approach is that the organization is a unified entity with a single source of authority and a common set of objectives. Management and employees are seen as a harmonious team working together for the success of the enterprise. From this perspective, any conflict is regarded as irrational or the result of poor communication. Trade unions are often seen as unnecessary or disruptive, as there is no perceived need for a separate worker representative.

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83. (B) 1, 2 and 3 only
According to the widely accepted systems model of industrial relations, the primary actors are employers and their associations, employees and their trade unions, and the government along with its specialized regulatory agencies. These three groups are directly involved in the creation and administration of the rules that govern the workplace. While consumers and other external

general membership, the Act remains silent on this specific percentage, focusing instead on the basic membership count required for registration.

128. (C) Bargaining for non-wage issues like work-life balance.
In the modern organized sector, the focus of collective bargaining is expanding beyond traditional wage and bonus demands. Trade unions are increasingly raising issues related to the quality of work-life, such as flexible working hours, employee well-being, and work-life balance. This trend reflects the changing expectations of the workforce and the need for organizations to address broader employee needs to remain attractive and productive. This move toward non-wage issues is a key feature of contemporary industrial relations.

129. (B) P-3, Q-4, R-1, S-2
Industrial relations involve various financial, tactical, and ethical concepts. The check-off system is a method for collecting union dues, supporting union finances. Tactics like 'go-slow' are forms of industrial conflict used to pressure management. A charge-sheet is a fundamental document in a formal disciplinary action process. Trusteeship is a central principle of the Gandhian approach to labor relations. Understanding these associations is essential for analyzing the different mechanisms used to manage workplace dynamics and conflicts.

130. (B) The set of shared ideas and beliefs that binds the system together.
In John Dunlop's systems model, the ideological context refers to the shared set of ideas, beliefs, and values held by the various actors—workers, management, and the state. This common ideology acts as a binding force that helps stabilize the industrial relations system by providing a general agreement on the roles and goals of each party. A strong and shared ideology facilitates the creation and acceptance of the rules that govern the behavior of everyone within the system.

131. (C) It is always a smooth process without any disagreements.
Collective bargaining is a dynamic and ongoing process that represents a form of industrial democracy. However, it is rarely a perfectly smooth process without any disagreements. In fact, the very essence of bargaining involves negotiating over differing interests and reaching a compromise. Disagreements and periods of tension are natural parts of the bargaining relationship. What is important is that the process provides a structured and peaceful mechanism for resolving these differences and reaching a mutually acceptable agreement.

132. (D) A resolution at the Indian Labour Conference (1957).
Joint Management Councils were introduced in India as a voluntary measure to promote workers' participation in management. The decision to establish these councils was based on a resolution adopted at the Indian Labour Conference in 1957. The JMCs were intended to provide a forum for management and workers to discuss matters related to productivity, welfare, and information sharing. Although non-statutory, they represented an important early attempt to institutionalize industrial democracy and social dialogue at the enterprise level.

133. (B) 1, 2 and 3 only
Valid grounds for disciplinary action typically involve specific acts of misconduct that disrupt the work environment or violate company rules. These include willful insubordination, habitual absenteeism, and acts of theft, fraud, or dishonesty. On the other hand, an employee asking for a salary increase during a review is a normal part of the employment relationship and is not a form of misconduct. Disciplinary action must always be based on legitimate and documented instances of improper behavior.

134. (B) Industry-level bargaining to enterprise/plant-level bargaining.
One of the most significant trends in modern industrial relations is the decentralization of collective bargaining. There has been a notable shift away from broad, industry-wide agreements toward negotiations conducted at the level of the individual enterprise or plant. This change allows companies and unions to reach agreements that are more closely aligned with the specific economic conditions, technological requirements, and productivity goals of that particular establishment, fostering greater flexibility and organizational competitiveness.

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teams of workers and supervisors collaborating to identify and solve work-related problems. This proactive and synergistic approach contrasts sharply with forms of industrial conflict like absenteeism, strikes, or management's refusal to share information, all of which signify a breakdown in the cooperative relationship.

121. (D) Tripartism
The Indian Labour Conference and the Standing Labour Committees are the foremost examples of tripartite mechanisms in the Indian industrial relations system. These bodies facilitate social dialogue by bringing together representatives from the government, employers' organizations, and central trade union federations. Their role is to discuss and reach a consensus on national labor policies, legislative changes, and major industrial problems. This tripartite approach ensures that all key stakeholders have a voice in shaping the country's social and economic agenda.

122. (D) 1, 2, 3, 4 and 5
Workers' participation in management takes many different forms across various organizational levels, ranging from daily operations to strategic governance. These include statutory bodies like works committees and non-statutory initiatives such as joint management councils and quality circles. Other examples include appointing worker directors to the board, implementing suggestion schemes, and creating shop-level councils. Each of these mechanisms aims to involve employees in decision-making, thereby enhancing their sense of influence, commitment, and participation in the industrial democracy process.

123. (B) The disciplinary action process.
The principle of 'nemo judex in causa sua', meaning that no one should be a judge in their own cause, is a fundamental rule of natural justice. In the context of industrial relations, this is most critical during the disciplinary action process. It requires that the person conducting a domestic enquiry must be impartial and should not have any personal involvement or interest in the specific incident being investigated. This ensures that the disciplinary proceedings are fair, objective, and legally sound.

124. (C) Regulate behavior of management and unions voluntarily.
A code of conduct in industrial relations is a non-statutory instrument designed to encourage ethical and responsible behavior by both management and trade unions. It consists of a set of mutually agreed-upon principles that the parties voluntarily accept to follow. The primary objective is to maintain order, discourage unfair practices, and promote industrial harmony through self-regulation. By following such a code, both sides demonstrate their commitment to a constructive relationship and to the voluntary resolution of conflicts.

125. (B) 1920
The All-India Trade Union Congress was founded in 1920, marking a major milestone in the history of the Indian labor movement. Its formation was a response to the growing industrial unrest and the need for a national-level organization to represent the interests of workers. The AITUC was also closely linked to the international labor movement and the Indian national freedom struggle. For many years, it served as the sole national federation for trade unions in the country.

126. (A) Both A and R are true and R is the correct explanation of A.
Inter-union rivalry is a common problem in Indian industry, where multiple unions compete for membership and recognition. This fragmentation significantly weakens the collective bargaining power of workers, as they cannot present a united and strong front during negotiations. Employers may exploit these internal divisions, playing one union against another to the detriment of the workers' overall interests. Therefore, a unified representative body is essential for achieving a balanced and effective collective bargaining relationship in the workplace.

127. (C) The Act is silent on this for general members.
While the Trade Unions Act of 1926 specifies various requirements for the registration and management of trade unions, it does not mandate a minimum percentage of general members who must be directly employed in the connected industry. However, the Act does have specific rules regarding the proportion of office-bearers who must be 'insiders', or actual workers. For the

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and a common set of goals. Management and employees are seen as sharing the same interests, and management's right to manage is considered absolute. From this perspective, conflict is seen as irrational or caused by poor communication. Because it assumes a basic harmony of interests, the unitarist approach often views trade unions as unnecessary or even disruptive.

143. (D) The Prime Minister of the country
At the level of plant-level collective bargaining, the primary actors involved are those directly connected to the specific establishment. This typically includes the plant manager, the human resource manager representing the employer, and local trade union leaders representing the employees. While the Prime Minister and higher government officials shape national labor policies and the overall economic environment, they would not be directly involved in the detailed negotiations of a specific plant-level agreement.

144. (B) To convert inputs (goals) into outputs (wages/conditions).
In Alton Craig's model of industrial relations, the conversion mechanism refers to the various processes and institutions used to resolve conflicts and reach decisions. These include collective bargaining, conciliation, arbitration, and joint consultation. The primary role of this mechanism is to take the inputs—the diverse goals and demands of the different actors—and transform them into outputs, such as agreements on wages, working hours, and other employment conditions. This conversion is essential for the system's continued operation and stability.

145. (B) Employer
A lockout is an industrial action that is initiated solely by the employer. It involves the temporary closing of the workplace or the suspension of work, preventing employees from entering and performing their duties. This tactic is used by management to exert economic pressure on workers or their union during a dispute, often to force them to accept certain terms or to abandon their own demands. It is the employer's equivalent to the collective strike action taken by employees.

146. (A) Cooperation and consultation between employer and employees.
A bipartite works committee is primarily designed as a forum for direct cooperation and consultation between the employer and the employees within an industrial establishment. Its main objective is to promote measures that secure and maintain positive relations and mutual understanding at the plant level. By discussing matters of common interest, such as welfare facilities and daily operational issues, the committee helps resolve minor problems and fosters a more collaborative and harmonious workplace environment without external interference.

147. (D) Individual bargaining
Collective bargaining, by its very definition, involves a group of employees acting together through their representative organization, such as a trade union. Common types of collective bargaining include distributive, integrative, and productivity bargaining, all of which involve group negotiations. Individual bargaining, where a single worker negotiates their own terms directly with the employer, is the opposite of collective bargaining. It lacks the element of organized, collective representation that is the defining feature of the collective bargaining process.

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148. (C) 1975
In 1975, the Government of India introduced a significant scheme for workers' participation in management, focusing specifically on the shop floor and plant levels. This initiative was part of a broader effort to improve industrial productivity and promote a more collaborative relationship between labor and management. The scheme provided for the establishment of shop councils and plant councils with equal representation from both sides. It aimed to involve workers in discussing production targets, operational efficiency, and workplace safety.

149. (C) Disciplinary Action
The term 'show-cause notice' is a critical component of a formal disciplinary action procedure. It is a document issued by an employer to an employee, informing them of an alleged misconduct and requiring them to explain, or "show cause," why disciplinary action should not be taken against them. This notice is an essential requirement of the principles of natural justice, as it ensures that the employee is given a fair

patrons' interests over common worker goals. This fragmentation results in inter-union rivalry, which weakens the collective bargaining power of workers and complicates the process of maintaining stable and unified industrial relations.

179. (A) P-3, Q-1, R-4, S-2
Many of India's major national trade union federations have strong and long-standing historical ties to specific political parties. The Indian National Trade Union Congress is traditionally associated with the Indian National Congress. The All India Trade Union Congress has ties to communist parties. The Bharatiya Mazdoor Sangh is affiliated with the BJP and its precursors. Finally, the Hind Mazdoor Sabha has historically been linked to various socialist parties. These political affiliations significantly influence the ideologies and tactical approaches of these different union federations.

180. (D) To encourage and perpetuate industrial conflict.
The fundamental objectives of industrial relations are to establish and maintain a stable and harmonious relationship between management, labor, and the state. This involves safeguarding the interests of all parties, promoting industrial democracy through worker participation, and striving to increase productivity and economic growth. Therefore, the primary goal of any industrial relations system is to resolve or manage conflict effectively rather than to encourage or perpetuate it. A healthy system seeks to replace industrial warfare with constructive social dialogue and cooperation.

181. (B) An executive committee of the ruling class.
According to the Marxist perspective, the state is not a neutral arbiter in society but instead functions as an instrument that serves the interests of the dominant capitalist class. In industrial relations, Marxists argue that the state uses its legislative and coercive powers to maintain the capitalist system and suppress the long-term revolutionary potential of the working class. From this viewpoint, labor laws and government interventions are ultimately designed to ensure the continued profitability and control of those who own the means of production.

182. (B) Contexts (technological, market, and power)
In John Dunlop's systems model, the specific rules that govern the workplace do not emerge in a vacuum. Instead, they are determined by the interaction of actors within three critical environmental contexts: the technological characteristics of the workplace, the market or budgetary constraints, and the distribution of power in the wider society. These contexts shape the priorities and constraints of both management and labor, directly influencing the nature and content of the rules and agreements reached within the industrial relations system.

183. (A) 1 and 3 only
Industrial conflict is a complex phenomenon that can take many forms. It includes organized actions like collective strikes and lockouts, as well as unorganized forms such as high employee absenteeism or labor turnover. While conflict is often seen as negative, it is not always entirely bad; in some cases, it can lead to necessary organizational changes and improvements in working conditions. However, from a pluralist perspective, conflict is seen as an inevitable and normal part of industrial life, rather than something that is abnormal.

184. (C) 100 or more workmen
Under the Industrial Disputes Act of 1947, the appropriate government has the power to mandate the establishment of works committees in any industrial establishment that employs one hundred or more workmen. These bipartite committees are designed to be equal platforms for representatives of the employer and the workers. Their primary purpose is to discuss matters of common interest and to promote measures for maintaining amity and good relations within the plant, thereby resolving minor workplace issues through direct internal consultation.

185. (B) Management makes a 'first and final' fair offer and refuses negotiation.
'Boulwarism' is a controversial collective bargaining strategy named after a former General Electric executive. In this approach, management conducts its own research and then presents the union with a 'first and final' offer that it considers fair and comprehensive. The key feature of Boulwarism is management's refusal to engage in traditional give-and-take negotiation, instead

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In India, several schemes for workers' participation in management have been established through specific labor laws. These statutory provisions include works committees under the Industrial Disputes Act and various welfare and safety committees under the Factories Act. In contrast, Joint Management Councils are non-statutory and voluntary bodies. Their establishment relies on mutual agreement between management and labor at the enterprise level, based on recommendations from tripartite bodies like the Indian Labour Conference, rather than a mandatory legal requirement.

158. (C) Full range of interactions between management and employees.
The scope of industrial relations encompasses the entire spectrum of interactions, relationships, and rule-making processes between management, employees, and the state. It includes collective bargaining, grievance handling, dispute resolution, and employee participation mechanisms. By covering the full range of these workplace dynamics, industrial relations aims to create a framework that balances economic efficiency with social justice. It addresses not only the formal legal aspects but also the informal and social dimensions of the relationship between capital and labor.

159. (A) P-4, Q-1, R-3, S-2
Several key thinkers have significantly influenced the development of industrial relations theories. John T. Dunlop is famous for the systems approach, which provides a holistic framework for workplace dynamics. Elton Mayo's Hawthorne studies pioneered the human relations school, emphasizing social and psychological factors. Mahatma Gandhi advocated for the principle of trusteeship in labor-management relations. Finally, Karl Marx's theories focused on class conflict and the fundamental struggle between owners and workers. Each of these perspectives offers a unique understanding of industrial relations.

160. (D) Indian Labour Conference - Bipartite Body
In the study of industrial relations, it is crucial to correctly identify the parties involved in different actions and bodies. A strike is an action taken by employees, while a lockout is initiated by an employer. Collective bargaining is essentially a bipartite process between management and labor. However, the Indian Labour Conference is a tripartite body, as it includes representatives from the government alongside employers and workers. This three-party participation is what makes it a central forum for national social dialogue.

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161. (C) Tripartite
An industrial relations system characterized by frequent and structured consultations between the government, employers' organizations, and trade unions is best described as a tripartite system. This model recognizes that the state has a legitimate role in facilitating social dialogue and in helping to shape consensus on national labor and economic policies. By involving all three key stakeholders, the tripartite approach aims to promote social stability, fair labor standards, and inclusive growth through a collaborative decision-making process.

162. (B) Both Statement I and Statement II are incorrect.
Distributive and integrative bargaining represent two very different approaches to negotiation. Distributive bargaining is essentially a win-lose, zero-sum game where each party tries to get the largest possible share of a fixed resource. In contrast, integrative bargaining is a collaborative, win-win process where the parties work together to find solutions that provide mutual benefits. Therefore, the descriptions provided in the statements are exactly the opposite of the actual primary goals of these two bargaining strategies.

163. (B) 2, 3 and 4 only
A code of conduct in industrial relations is a non-statutory and voluntary instrument, meaning it is not legally enforceable like an Act of Parliament. It consists of a set of self-imposed, mutual obligations that employers' and workers' organizations have agreed to follow to promote constructive and harmonious relations. By adopting such a code, the parties commit to ethical behavior and peaceful dispute resolution. Its effectiveness relies on the moral commitment and good faith of all participants in the industrial system.

164. (B) A union cannot be sued for acts inducing a breach of contract in a dispute.

opportunity to defend themselves before any punishment is decided.

150. (A) 1, 2, 4, 3
The major national trade union federations in India were formed at different points in the country's history. The All India Trade Union Congress was the first, established in 1920. The Indian National Trade Union Congress followed in 1947, around the time of independence. The Hind Mazdoor Sabha was then formed in 1948, and the Bharatiya Mazdoor Sangh was established later, in 1955. This order reflects the evolving political and ideological landscape of the Indian labor movement over several decades.

151. (C) Employers and workers on a voluntary basis.
The Code of Discipline, adopted in India in 1958, was designed to govern the behavior and relationship between employers and workers through a voluntary agreement. It set out a series of self-imposed obligations for both parties, aimed at preventing disputes, discouraging unfair labor practices, and promoting industrial harmony. By committing to these principles at the tripartite level, management and unions agreed to prioritize negotiation and arbitration over disruptive actions like strikes and lockouts, fostering a more disciplined industrial environment.

152. (A) The ability to change production levels and workforce size easily.
In the contemporary industrial relations scenario, 'flexibility' is a key objective for employers who must adapt to rapid changes in global markets and technology. It often refers to the ability to adjust production schedules, work processes, and the size and composition of the workforce as needed. While this flexibility can help organizations remain competitive and efficient, it also raises important concerns for workers and unions regarding job security, labor standards, and the growth of less stable, non-permanent employment.

153. (A) To counterbalance the power of organised labour.
A primary motivation for employers to form their own organisations is to create a collective force that can effectively counterbalance the influence of organized labor unions. By joining together, employers can develop unified strategies, share expert resources, and represent a common front during collective bargaining and in policy discussions with the government. This collective approach helps maintain a more balanced relationship between management and labor and ensures that the interests of the business community are clearly articulated.

154. (A) A person actually engaged or employed in an industry.
According to the Trade Unions Act of 1926, an 'ordinary member' of a trade union is generally expected to be a person who is actually engaged or employed in the specific industry or establishment with which the union is connected. This ensures that the union's core membership consists of the workers whose interests it is primarily intended to represent. While the Act allows for a certain proportion of 'outsider' leadership, the fundamental character of a trade union remains that of an association of employees.

155. (B) One of the first modern, organised trade unions in India.
The formation of the Madras Labour Union in 1918 by B.P. Wadia is considered a landmark event in the history of Indian trade unionism. It was one of the first organizations in the country to be structured like a modern trade union, with a formal membership, a regular subscription system, and a clear focus on improving the wages and working conditions of industrial employees. Its establishment signaled the beginning of a more organized and systematic labor movement in India.

156. (C) A true but R is false.
The government is undeniably a key actor in the industrial relations system, as it sets the legal framework and provides the institutions for dispute resolution. However, its role is far from being a passive observer. In most systems, and especially in India, the government actively intervenes through labor laws, adjudication, and by facilitating tripartite consultations. The state's active participation is intended to maintain industrial peace, protect the rights of workers, and ensure that industrial relations align with broader national development goals.

157. (C) Joint Management Councils (JMCs).

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negotiation between two parties: the employer (or management) and the employees or their representative organization, such as a trade union. What makes it bipartite is the absence of any third-party involvement, such as the government or a mediator. This process allows management and labor to develop their own rules and terms of employment, reflecting a commitment to self-regulation and industrial democracy at the enterprise level.

172. (A) 1, 2 and 5
Collective bargaining is a vital bipartite process that represents industrial democracy in action. It aims to reach a collective agreement that regulates wages and working conditions, and its goal is not to reduce wages but to achieve a fair compromise. It is a collective process, not one for individual grievances, and it is based on negotiation between two parties rather than being unilateral. Therefore, describing it as unilateral, aimed at wage reduction, or focused on individual grievances is incorrect.

173. (B) The lack of mutual trust and genuine desire to share power.
The most significant barrier to the success of workers' participation in management is often the psychological and attitudinal resistance of both parties. Many managers are reluctant to share their traditional decision-making authority, while union leaders may fear that close collaboration with management will compromise their role as advocates. Without a foundation of mutual trust and a genuine commitment from both sides to share power and responsibility, participation schemes often become formal but ineffective, failing to achieve their potential benefits.

174. (A) A fair disciplinary process.
In any formal disciplinary action, the principle of proportionality is essential to ensure fairness and adherence to natural justice. This principle dictates that any punishment imposed on an employee must be commensurate with the gravity and nature of the misconduct committed. For example, a minor error should not lead to termination. By ensuring that the punishment is reasonable and balanced, an employer protects themselves from legal challenges and maintains a sense of justice and morale within the organization.

175. (B) Protect and promote the collective interests of employers.
The primary function of an employers' organisation in the sphere of industrial relations is to serve as a collective body that safeguards and promotes the interests of business owners. These organisations provide a unified voice for management in policy discussions with the government and in negotiations with powerful national trade union federations. They also provide members with expert advice on labor laws and industrial best practices, helping to balance the power of organized labor and ensure a stable environment for business operations.

176. (A) Both A and R are true and R is the correct explanation of A.
The Trade Unions Act of 1926 includes specific provisions that allow two or more registered trade unions to amalgamate and form a single organization. This provision is a significant tool for reducing the problematic multiplicity of unions in Indian industry. By consolidating their membership and resources, unions can overcome fragmentation and inter-union rivalry, leading to a stronger and more unified voice for workers. Amalgamation helps create a more stable and effective representative structure for collective bargaining and industrial relations.

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177. (B) Particular skill, craft, or occupation, across industries.
A craft union is a specific type of trade union that organizes workers based on their particular skill, craft, or occupation, regardless of the specific industry where they are employed. For example, a union representing all electricians or all pilots would be considered a craft union. These unions focus on protecting the specialized interests and standards of their particular trade. This contrasts with industrial unions, which organize all workers within a specific industry regardless of their individual skills or jobs.

178. (C) Politicalisation and fragmentation
The existence of numerous national trade union federations in India, each closely affiliated with a different political party, is a clear indicator of the high level of politicalization within the labor movement. This situation often leads to fragmentation, as different unions within the same workplace may prioritize their political

altered the balance of power between employers and trade unions, with a growing emphasis on enterprise-level negotiations and organizational productivity. Consequently, both management and labor must adapt their traditional roles and strategies to navigate the challenges and opportunities of a globalized economy.

207. (A) To represent employers in tripartite bodies.
A key function of an employers' association is to serve as the collective voice for business owners in national and international forums. This includes representing the interests of employers in various tripartite bodies, such as the Indian Labour Conference, where labor policies and legislative proposals are discussed. By coordinating the perspectives of their member companies, these associations ensure that management's voice is clearly heard and considered alongside those of the government and trade unions. This role is essential for achieving balanced and effective national social dialogue.

208. (B) Maintain a list of members for inspection.
To attain and maintain registration under the Trade Unions Act of 1926, a trade union must comply with several administrative and procedural requirements. One of the most fundamental is the obligation to maintain an accurate and up-to-date list of its members. This list must be available for inspection by the Registrar of Trade Unions or other authorized officials. This requirement ensures transparency in the union's representative character and provides a factual basis for its legal status and the privileges it enjoys as a registered body.

209. (B) P-2, Q-1, R-4, S-3
Industrial relations include various terms that describe different types of workplace actions and employee feelings. A lay-off occurs when an employer fails or refuses to provide work for a period, while retrenchment refers to the permanent termination of employees. A grievance is a personal feeling of dissatisfaction or injustice experienced by an employee. A lockout is an action where an employer closes the workplace to pressure workers. Correctly understanding these terms is essential for identifying the specific nature of any industrial situation or conflict.

210. (B) Migratory character of labour and lack of stable workforce.
During the early 20th century, the growth of the trade union movement in India was significantly hindered by the migratory character of the industrial labor force. Many workers were actually peasants who had come to the cities for temporary employment and intended to return to their villages. This lack of a stable and permanent industrial workforce made it very difficult for leaders to organize workers into durable and effective trade unions. The constant turnover and the strong rural ties meant that workers were less committed to long-term collective action.

211. (C) The Information Technology (IT) and services sector.
In recent years, the Information Technology and services sector has emerged as a particularly challenging area for traditional trade unionism. Unlike the manufacturing sector, these industries often feature a highly educated workforce, more individualistic work cultures, and diverse work arrangements. Many employees in these sectors do not see themselves as traditional "labor" and may prefer individual negotiation over collective bargaining. Furthermore, the global and highly mobile nature of these businesses makes traditional unionization tactics less effective, requiring unions to develop new and innovative strategies to remain relevant.

212. (B) That the relationship needs to be managed and regulated.
Regardless of the specific approach—whether unitarist, pluralist, or Marxist—there is a fundamental underlying concept that the relationship between employers and employees is complex and needs some form of management and regulation. Each approach offers a different perspective on how this should be done and what the goals should be, but they all recognize that a stable and productive industrial environment depends on having mechanisms in place to govern behavior, resolve disputes, and maintain order in the world of work.

213. (C) 1, 2 and 3 only
Bipartism refers to a system of industrial relations that primarily involves two parties: the employer and the employees or their representatives. It is characterized by direct dialogue and negotiation

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taking the offer directly to the employees. This tactic is often criticized for undermining the role of the trade union and for violating the spirit of good-faith bargaining.

186. (D) Highest or corporate level
Workers' participation through the representation of employees on an organization's board of directors is the highest level of participation. At this level, worker representatives have a voice in the strategic and long-term decision-making processes that govern the entire organization. This form of participation goes beyond shop-floor or plant-level operational issues, providing labor with a role in corporate governance. It represents a significant commitment to industrial democracy and a shared responsibility for the overall direction and success of the enterprise.

187. (B) An industrial dispute
An industrial dispute is broadly defined in labor legislation as any disagreement or difference of opinion between employers and workmen, or between different groups of workmen, that is connected to the terms of employment or the conditions of labor. This can include issues related to wages, working hours, job security, or even the non-employment of certain persons. Understanding this broad definition is essential, as it determines which conflicts are subject to the formal mechanisms of conciliation, arbitration, and adjudication provided by labor law.

188. (C) The Industrial Disputes Act (1947)
Industrial harmony in India is promoted through a combination of statutory and voluntary measures. Voluntary measures, such as the Code of Discipline, the Industrial Truce Resolution, and the Code of Conduct, are agreements reached through tripartite consensus and rely on moral commitment rather than legal enforcement. In contrast, the Industrial Disputes Act of 1947 is a statutory measure. It is a legally binding piece of legislation passed by the parliament that provides formal and mandatory mechanisms for the investigation and settlement of industrial disputes.

189. (B) Traditional models were largely based on the manufacturing sector.
The growth of the service sector in India presents new challenges for industrial relations because many traditional theories and practices were originally developed based on the manufacturing sector. Manufacturing involves large numbers of workers in a single physical location, which is more conducive to traditional unionization. In contrast, the service sector often features a more scattered workforce, different types of professional roles, and more flexible work arrangements. Adapting industrial relations models to this changing economic structure requires a fresh and innovative approach.

190. (B) Statement I is incorrect, but Statement II is correct.
The two statements provide different information regarding bargaining and representative bodies. Distributive bargaining is a competitive negotiation strategy used between management and labor over limited resources, not a form of union for managers. On the other hand, employers' organisations are indeed established to represent the collective interests of business owners in policy matters and tripartite consultations. Therefore, while the first statement misidentifies a bargaining strategy, the second correctly describes the primary role of an essential actor in the industrial relations system.

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191. (C) Withdraw or cancel the registration under certain conditions.
Under the Trade Unions Act of 1926, the Registrar of Trade Unions has significant administrative powers regarding the legal status of unions. While the Registrar cannot force a strike or interfere in wage disputes, they do have the authority to withdraw or cancel a union's registration if it was obtained by fraud or if the union has violated any provisions of the Act. This power ensures that registered unions continue to operate within the established legal framework and maintain the standards required for their protected status.

192. (D) 1, 2, 3, 4 and 5
The trade union movement in India was influenced by a wide variety of historical, political, and economic factors. These include the massive impact of the Industrial Revolution, the strong leadership and influence of the nationalist movement, and the establishment of the International Labour Organisation. Furthermore, the persistent issues of low wages and poor working conditions for workers,

The Trade Unions Act of 1926 provides registered trade unions with a critical immunity from civil suits in specific situations. This means that a union or its members cannot be sued for damages for any act done in contemplation or furtherance of a trade dispute, even if that act induces a breach of an employment contract. This legal protection is essential for unions to be able to organize collective actions, like strikes, without the fear of being bankrupted by civil litigation.

165. (C) Provide a stable negotiation framework by avoiding multi-union chaos.
Recognizing a single trade union as the 'sole bargaining agent' for an establishment is a strategic move to ensure stability and efficiency in industrial relations. In an environment with multiple unions, management often faces conflicting demands and inter-union rivalry, which can make collective bargaining very difficult. By recognizing only one majority representative, the employer creates a clear and unified framework for negotiations. This avoids the chaos of fragmentation and facilitates the creation of a single, comprehensive agreement that applies to all workers.

166. (B) Cooperative and flexible approach.
In the modern era of global competition and rapid technological change, trade unions are being compelled to move away from purely adversarial and rigid stances. To remain relevant and ensure the survival of the enterprises where their members work, unions are increasingly adopting more cooperative and flexible approaches. This shift involves collaborating with management on issues like productivity, quality improvement, and worker training. By becoming strategic partners, unions aim to secure the long-term job security and welfare of their members.

167. (B) Policies of liberalization, privatization, and globalization.
The evolution of industrial relations in India since 1991 has been profoundly influenced by the country's move toward economic liberalization, privatization, and globalization. These policies have introduced intense market competition and have led to a significant shift from centralized, government-controlled labor relations toward a more market-driven and decentralized system. This new scenario emphasizes organizational efficiency, productivity, and flexibility at the enterprise level, requiring both management and labor to adapt to the demands of a globally integrated economy.

168. (C) An inevitable and potentially constructive feature of relationship.
The pluralist approach views industrial conflict as an inevitable result of the different but legitimate interests held by various groups within an organization, such as management and labor. Unlike other perspectives that see conflict as entirely negative, the pluralist view recognizes that it can be managed and even lead to positive changes through institutional mechanisms like collective bargaining. This approach emphasizes that conflict is a natural part of a complex society and should be addressed through structured negotiation and compromise.

169. (B) Actors, Context, and Ideology
John T. Dunlop's influential systems model of industrial relations identifies three fundamental elements that interact to form a workplace's regulatory framework. The actors include workers and their unions, managers, and specialized governmental agencies. These actors operate within specific environmental contexts, such as technology, markets, and power distribution. Finally, a shared ideology binds the system together by providing common beliefs. The interaction of these three elements results in the creation of the rules and norms that govern industrial behavior and relationships.

170. (C) Strike
A strike is formally defined as a concerted and collective stoppage of work by a group of employees in an industry. It is a powerful form of industrial action used by labor to express a grievance or to pressure management to meet specific demands regarding wages or working conditions. The defining feature of a strike is the collective decision to stop work, which signifies a breakdown in the normal cooperative relationship and is a clear manifestation of conflict between capital and labor.

171. (B) The employer and the employees or their representatives.
A bipartite agreement is a form of workplace regulation that is reached through direct

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the unity and strength of the labor movement across different industries or establishments. It is a manifestation of the principle that "an injury to one is an injury to all."

200. (A) 1, 4, 3, 2
The history of organized labor in India follows a clear chronological sequence of events. The Bombay Millhands' Association was one of the earliest bodies, formed in 1890. This was followed by the Madras Labour Union in 1918, which was one of the first modern, organized unions. The All-India Trade Union Congress, the first national federation, was then established in 1920. Finally, the Trade Unions Act was enacted in 1926 to provide a legal framework for these organizations. This timeline shows the gradual institutionalization of labor.

201. (C) The Indian Labour Conference.
The Indian Labour Conference is a classic example of a tripartite body, as its structure and function are based on the participation of three key parties: the government, employers' organizations, and central trade union federations. It serves as a national platform for social dialogue, where all three stakeholders discuss major labor policies and industrial problems to achieve consensus. In contrast, works committees are bipartite, and boards of directors or union executives represent only one of the three primary actors in the industrial relations system.

202. (C) Relative bargaining strength and willingness to compromise.
The effectiveness and success of collective bargaining are heavily dependent on several factors, most notably the relative bargaining power of both the employer and the trade union. A balanced power dynamic ensures that neither side can unilaterally impose their terms. Furthermore, a genuine willingness from both parties to engage in good-faith negotiations and to make necessary compromises is essential for reaching a mutually acceptable agreement. Without these elements, the process often leads to prolonged disputes rather than stable and constructive workplace regulations.

203. (C) Works Committees
In the Indian industrial relations system, works committees are the primary form of workers' participation that has a clear statutory basis. Their establishment is mandated under the Industrial Disputes Act of 1947 for larger industrial establishments. Other schemes, such as Joint Management Councils and the appointment of worker directors, have generally been introduced as voluntary initiatives or through administrative resolutions rather than through direct, mandatory legal requirements. This statutory foundation makes works committees a central and legally recognized part of the enterprise-level participation framework.

204. (A) Principles of natural justice in disciplinary proceedings.
Issuing a formal charge-sheet and conducting a domestic enquiry are essential procedures designed to uphold the principles of natural justice in a disciplinary action. These steps ensure that an employee accused of misconduct is clearly informed of the charges and is given a fair and impartial opportunity to defend themselves before any adverse decision is made. By following these established legal requirements, an organization ensures that its disciplinary process is fair, transparent, and capable of withstanding any potential legal challenges in a court or tribunal.

205. (A) The recognition of trade unions.
The Code of Discipline, adopted in 1958, was a landmark voluntary agreement that sought to promote industrial harmony in India. A major part of the code was its specification of a set of clear and objective criteria for the recognition of trade unions by employers. These criteria were intended to provide a uniform and fair basis for identifying which union should be recognized as the majority representative for the purpose of collective bargaining. By establishing these voluntary standards, the code aimed to reduce inter-union rivalry and disputes.

206. (A) Both A and R are true and R is the correct explanation of A.
Globalization has profoundly impacted traditional industrial relations by introducing intense market competition and increasing the global mobility of capital. These changes have put significant pressure on established systems, as companies seek greater flexibility and efficiency to remain competitive. This shift has often

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combined with the desire of political parties to have their own labor wings, all contributed to the growth and development of organized labor in the country.

193. (B) Outsider leadership
The practice of having professional politicians, lawyers, or social workers—who are not themselves employees of the establishment—as leaders of a trade union is known as 'outsider leadership'. This has been a prominent feature of the Indian labor movement since its early days. While these outsiders often brought valuable leadership skills and political influence to the unions, their presence has also been a subject of debate, with some arguing that it can lead to the politicalization of workplace issues and hinder the development of internal leadership.

194. (B) Membership verification method
The secret ballot method is often advocated as a more democratic and transparent way of determining which trade union has the support of the majority of workers. It is frequently contrasted with the membership verification method, which relies on a government officer checking union records and membership lists. Proponents of the secret ballot argue that it allows workers to express their true preference privately and without fear of intimidation, ensuring that the recognized bargaining agent has a clear and democratic mandate from the workforce.

195. (B) Focusing on life-long learning and skilling of members.
In the modern, knowledge-based economy, the role of trade unions is shifting from traditional wage protection to broader issues of employee development. To remain relevant and ensure the long-term employability of their members, unions are increasingly focusing on promoting life-long learning and the continuous skilling and reskilling of the workforce. This proactive approach helps workers adapt to rapid technological changes and ensures that they have the necessary skills to remain competitive and secure in a rapidly evolving and globalized labor market.

196. (B) Industrial health and social stability
The overall state of industrial relations in a country is a vital indicator of its broader industrial health and social stability. A system characterized by frequent and violent conflicts suggests deep-rooted social and economic problems. Conversely, a system that prioritizes dialogue, cooperation, and effective dispute resolution reflects a more stable and healthy society. Positive industrial relations contribute to economic growth, social justice, and a more harmonious national environment, making them essential for a country's long-term prosperity and social well-being.

197. (B) The Pluralist Approach
The pluralist approach to industrial relations recognizes that different interest groups naturally have competing goals, but it believes these conflicts can be managed through established institutional mechanisms. This approach specifically recommends workers' participation in management and the process of collective bargaining as key ways to address and resolve these differing interests. By providing a structured framework for negotiation and shared decision-making, the pluralist model aims to maintain industrial peace while acknowledging the legitimate and diverse voices of both management and labor.

198. (C) Personal hobbies of the managers.
According to the systems model of industrial relations, the actors operate within a specific environment that profoundly influences their interactions. This environmental context includes the technological characteristics of the workplace, the market and budgetary constraints, and the distribution of power within the broader society. While these factors shape the rules and outcomes of the industrial relations system, the personal hobbies of individual managers are considered private matters and are not part of the structural environmental context that defines the industrial relations system.

199. (B) Go on strike in solidarity with other striking workers.
A 'sympathy strike' is a specific form of industrial action where a group of workers who have no direct grievance with their own employer choose to go on strike to show solidarity with other striking workers elsewhere. The primary purpose of such a strike is to increase the collective pressure on the other employer or to demonstrate

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between these two parties to resolve issues and reach agreements, such as in collective bargaining. A key feature of bipartism is the absence of state or government intervention in the direct relationship. However, the Indian Labour Conference is not a bipartite body; it is a tripartite one, as it includes the government as a third active participant.

214. (B) Sidney and Beatrice Webb.
The term 'collective bargaining' was first coined and described as a significant economic and social institution by the famous British socialist historians Sidney and Beatrice Webb. They analyzed it as a process that allows workers to act together to improve their bargaining power and negotiate standardized terms of employment. Their work highlighted the importance of collective action in balancing the power between capital and labor, and it laid the foundation for the modern understanding of collective bargaining as a key mechanism for industrial democracy.

215. (A) To provide a channel to voice and resolve complaints.
The 'grievance model' of trade unionism posits that these organizations are primarily formed as a response to the various dissatisfactions and feelings of injustice that workers experience in the workplace. According to this view, the union's core function is to provide workers with a formal and collective channel through which they can voice their grievances and seek resolution from management. By addressing these complaints systematically, the union helps protect the rights of its members and improves the overall quality of their employment.

216. (B) Voluntary arbitration or adjudication.
In a standard and effective grievance redressal procedure, the goal is to resolve complaints internally at the lowest possible level. However, if a grievance remains unresolved after going through all the internal organizational stages, the final step is often to refer the matter to an external, neutral third party. This typically involves voluntary arbitration, where an independent person makes a decision, or formal adjudication by a labor court. This final stage ensures that the grievance is settled definitively and peacefully through an objective legal process.

217. (B) A more decentralized and enterprise-level system.
The post-liberalization era in India has brought about a significant shift in the structure of industrial relations. There is a clear move away from centralized, industry-wide bargaining toward a more decentralized and enterprise-level system. This change allows for agreements that are more closely tailored to the specific economic conditions, productivity needs, and technological requirements of individual companies. This decentralized approach is seen as a way to enhance organizational efficiency and flexibility in an increasingly competitive and globalized market environment.

218. (A) A person not engaged or employed in the industry connected to the union.
In the context of trade union leadership, an 'outsider' is formally defined as an office-bearer who is not actually engaged or employed in the specific industry or establishment with which the union is connected. These leaders are often professional politicians, lawyers, or social workers. While the Trade Unions Act of 1926 permits a certain proportion of such outsider leadership, their presence remains a subject of debate in Indian industrial relations, as it can sometimes lead to the prioritization of external political interests over workplace-level worker needs.

219. (A) To maximize company profits for shareholders.
Trade unions are formed primarily to protect and promote the interests of workers. Their core objectives include securing better wages, improving working and living conditions, and protecting members from unfair treatment or victimization by employers. While unions may recognize that a profitable company is more likely to provide job security and better benefits, maximizing profits for the company's shareholders is the primary goal of management and ownership, not a primary objective of a trade union itself.

220. (C) Sino-Indian War
The Industrial Truce Resolution of 1962 was a significant national-level agreement adopted at a joint meeting of central employers' and workers' organizations. This resolution was

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282. (B) Disciplinary action is management-initiated for rule violations, while a grievance is an employee's expression of dissatisfaction.
These two processes represent different directions of action within the workplace. One is triggered by management when an employee fails to follow rules or standards, focusing on corrective measures. The other is initiated by the employee who feels a sense of injustice or unfair treatment, focusing on seeking a remedy for their personal or collective concern.

283. (B) It acts as a proactive tool to prevent conflict by clarifying expected behaviour.
This document outlines the standards and ethical norms that all employees are expected to follow. By providing clear guidance on acceptable conduct, it helps minimize misunderstandings and potential disputes before they occur. It serves as a preventative measure that reduces the need for disciplinary action and helps foster a harmonious and professional working environment for all staff.

284. (A) a process of escalation through successive levels of management.
A standard procedure for handling complaints involves a series of logical steps. It usually begins with a discussion between the worker and their immediate supervisor. If a resolution is not reached, the matter is moved up to higher-ranking managers or potentially to outside parties. This structured approach ensures that problems are addressed thoroughly at the most appropriate level.

285. (C) corrective, to guide employee conduct.
While it involves management intervention following a breach of rules, the primary goal of this process is not simply to punish. Instead, it is intended to help the employee understand the required standards and adjust their behavior accordingly. By focusing on improvement and guidance, management aims to return the employee to a productive and acceptable level of performance.

286. (D) Globalization, technological change, and economic liberalization
The traditional framework of industrial relations is being reshaped by massive external forces. Increased global competition, the rapid adoption of new technologies, and shifts toward more open economies have all played a part. These factors have led to changes in how work is organized and how labor and management interact, challenging older models centered on unionized manufacturing.

287. (C) They are providing more advisory services and engaging in policy advocacy.
As the business environment becomes more complex, associations representing employers have expanded their functions. While they still represent business interests in government forums, they now offer significant support in navigating labor laws and implementing modern human resource practices. This evolution helps their members remain competitive in a rapidly changing economy while influencing social and economic policies effectively.

288. (B) a more individualized employment relationship.
The growth of the service sector and flexible work arrangements has led to a shift away from traditional collective bargaining models. Many modern workers operate under individual contracts rather than unionized agreements. This trend has resulted in a decline in union density and has changed the power dynamics between employers and employees, making the relationship more personal and less collective.

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289. (D) employers' organisations.
These large-scale entities represent the collective interests of the business community in India. They play a vital role in shaping national economic policy and advocating for environments that support business growth. Beyond lobbying, they provide valuable resources to their member companies and engage in initiatives that address broader social responsibilities, reflecting the evolving role of employer associations.

290. (A) Adapting strategies to suit the new world of work
The changing nature of employment requires all participants in the industrial relations system to rethink their traditional approaches. They must develop new methods for resolving disputes and representing interests that are relevant to a service-oriented and flexible economy. Success in the modern era depends on finding innovative

Councils are non-statutory and voluntary in nature. Their establishment depends on the mutual agreement of management and labor at the enterprise level, following recommendations from tripartite bodies like the Indian Labour Conference, rather than a direct legal requirement.

228. (B) Stabilize the system by providing common beliefs.
In John Dunlop's systems model of industrial relations, ideology is a critical component that consists of the shared ideas and beliefs held by all the actors—workers, management, and the state. This shared ideology acts as a vital binding and stabilizing force for the system. By providing a general consensus on the roles, rights, and goals of each party, it facilitates the creation and acceptance of the rules that govern the workplace. A strong ideology helps maintain order and reduces the likelihood of fundamental breakdowns in communication.

229. (B) P-3, Q-2, R-1, S-4
Industrial conflict can manifest in several different organized forms. A strike involves a collective cessation of work by employees. 'Gherao' is a more militant tactic involving the physical blockade of management personnel. A 'go-slow' is where workers deliberately work slower than normal to reduce productivity. Picketing involves workers patrolling near the workplace entrance to discourage others from entering. Each of these tactics is used by labor to exert pressure on an employer during a dispute, representing various degrees of industrial conflict and protest.

230. (A) Collective bargaining and adjudication awards.
The term 'industrial jurisprudence' refers to the body of rules, principles, and precedents that govern the relationship between employers and employees. This legal framework is built primarily through the outcomes of collective bargaining agreements and the formal awards and judgments made by labor courts and tribunals during the adjudication process. Over time, these agreements and awards establish a stable and predictable set of "laws" for the industry, helping to define the rights and obligations of both management and labor and ensuring fairness in the workplace.

231. (B) Scattered employment and fear of victimization.
Extending trade unionism to the unorganized sector in India faces significant hurdles. Unlike the organized sector, employment in the unorganized sector is often highly scattered across many small and informal units, making it very difficult for union leaders to reach and organize workers. Furthermore, workers in this sector often have very little job security and live in constant fear of being fired or victimized if they try to form or join a union. These structural and psychological barriers make collective action much more difficult for these vulnerable workers.

232. (C) Industry-cum-region level agreement
Collective bargaining can take place at various levels of the economy. An agreement that is negotiated to cover all the firms within a specific industry located in a particular geographic region is known as an industry-cum-region level agreement. This form of bargaining helps to standardize wages and working conditions across that specific sector in the area, preventing competition between firms based on labor costs. It provides a level of stability and uniformity that can benefit both employers and employees by creating a common regulatory framework for the region.

233. (A) Upward communication of dissatisfaction.
A well-structured grievance redressal machinery serves as a critical channel for upward communication within an organization. It provides a formal and systematic way for employees at lower levels of the hierarchy to voice their dissatisfactions or feelings of injustice directly to the management. By providing this outlet, the machinery ensures that management is aware of individual complaints and can address them before they escalate into larger problems. This upward flow of information is essential for maintaining morale, trust, and overall industrial peace in the workplace.

234. (C) Employment
The core focus of the concept of industrial relations is the relationship that exists within the specific context of employment. It examines the various interactions, regulations, and agreements between the owners and managers of an industrial enterprise and the people who are

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employed to perform the work. While it may be influenced by broader social or political factors, the fundamental subject of industrial relations is how these two groups—capital and labor—interact and manage their relationship within the productive and economic framework of the world of work.

235. (C) A consensus reached at a tripartite conference (ILC).
The Code of Discipline in Industry, adopted in India in 1958, was not the result of a formal legal act or a court order. Instead, it emerged from a consensus reached during the sixteenth session of the Indian Labour Conference, which is the country's apex tripartite body. This voluntary agreement between the representatives of the government, employers' organizations, and central trade union federations established a set of moral obligations and ethical standards aimed at promoting industrial harmony and preventing disputes through mutual self-regulation and dialogue.

236. (C) Modern, post-liberalization scenario.
In the modern, post-liberalization scenario in India, there is an observable shift in the character of many trade unions. Traditionally, many unions were organized along broad class lines and were heavily influenced by political ideologies. However, with the increase in market competition and the focus on organizational survival, there is a growing trend toward enterprise-based unions. These unions focus more on the specific economic realities and productivity needs of their individual companies, prioritizing the job security and welfare of their members within that particular establishment over broader political or class-based agendas.

237. (A) Employers' organisation for the public sector.
The Standing Conference of Public Enterprises is a prominent organization that serves as the collective voice for public sector enterprises in India. As an employers' organisation, SCOPE represents the interests of management in the public sector in national policy discussions and in tripartite consultations with the government and trade unions. It provides its member organizations with a platform to share experiences, develop common strategies, and address the unique challenges faced by state-owned enterprises in the changing economic and industrial relations landscape of the country.

238. (C) The Trade Unions Act, 1926
For any trade union in India to be legally registered, its constitution and the way its executive committee is formed must strictly comply with the provisions of the Trade Unions Act of 1926. This Act specifies various requirements, such as the minimum age for office-bearers and the proportion of 'insiders'—actual workers from the industry—who must be on the committee. By ensuring that unions follow these established legal standards for their internal governance, the Act aims to promote transparency, accountability, and a democratic structure within organized labor organizations.

239. (C) Outsider leadership
The early history of the trade union movement in India was characterized by the active involvement of social and political reformers who were not themselves industrial workers. These individuals took on leadership roles to help organize labor and advocate for better conditions during the colonial period. This historical trend contributed significantly to the tradition of 'outsider leadership' in Indian unions. While these external leaders provided valuable guidance and political weight to the early labor movement, their legacy remains a prominent and sometimes controversial feature of the country's current industrial relations system.

240. (C) Reflects current worker will democratically.
The primary argument in favor of using a 'secret ballot' to determine which trade union should be recognized by an employer is that it is a highly democratic method. It allows all workers in an establishment to cast their votes privately and secretly, ensuring that they can express their true preference without fear of intimidation or pressure from either management or rival union leaders. This process ensures that the recognized union has a clear and current mandate that accurately reflects the will of the majority of the workforce.

241. (B) Both Statement I and Statement II are incorrect.
The unitarist and pluralist approaches offer very different perspectives on industrial conflict. The

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unitarist approach actually sees conflict as an irrational disruption caused by troublemakers or poor communication, rather than a rational outcome. Conversely, the pluralist approach views conflict as an inevitable and rational result of the different but legitimate interests held by various groups within a complex organization. Therefore, both provided statements incorrectly describe the core beliefs of these two major industrial relations theories regarding the nature and origin of workplace conflict.

242. (D) Collective bargaining
Collective bargaining is the fundamental process through which the terms and conditions of employment are determined through negotiation between an employer and a representative group of employees, typically a trade union. This bipartite process allows both management and labor to have a say in creating the rules that will govern their relationship, covering issues like wages, benefits, and working hours. It is a key mechanism for resolving conflicts of interest peacefully and for establishing a system of industrial democracy and rule-making within an organization.

243. (B) Social and psychological needs of workers.
The human relations school of management, which emerged from the influential Hawthorne studies led by Elton Mayo, argued that workers are motivated by more than just economic incentives. This school emphasized that productivity can be significantly improved by focusing on the social and psychological needs of employees. This includes fostering a supportive social environment, ensuring effective communication, and recognizing that workers are influenced by informal group dynamics. This approach shifted the focus of industrial relations toward a more human-centered and holistic understanding of motivation and workplace behavior.

244. (B) Tripartism in India
The establishment of the International Labour Organisation in 1919 had a profound and lasting impact on the development of industrial relations in India. A core principle of the ILO is the promotion of social dialogue through tripartism—the collaboration of government, employers, and workers. India's early and active involvement with the ILO encouraged the government to adopt this tripartite model, leading to the creation of important national-level forums like the Indian Labour Conference. This approach has remained a central feature of the country's strategy for shaping balanced labor policies.

245. (B) Administrative action to ensure fair inquiry.
When an employee is suspended while a domestic enquiry into their alleged misconduct is still ongoing, the suspension is considered an administrative action rather than a final punishment. Its purpose is to ensure that the enquiry can be conducted fairly and without any potential interference from the accused employee, such as tampering with evidence or intimidating witnesses. Such a suspension is usually temporary and is intended to protect the integrity of the disciplinary process while ensuring that the employee's rights under the principles of natural justice are maintained.

246. (B) Growth of organized labour
The emergence and growth of employers' organisations were largely a defensive response by management to the increasing power and influence of organized labor unions. As workers began to form associations to bargain collectively for better wages and conditions, employers recognized the need to join together to create a counterbalancing force. By forming their own collective bodies, management could coordinate their strategies, represent their common interests in tripartite forums, and speak with a unified and stronger voice during negotiations with trade unions and in interactions with the state.

247. (D) All persons employed in a trade or industry.
According to the broad and inclusive definition provided in the Trade Unions Act of 1926, the term 'workmen' is not limited to those performing manual or clerical labor. Instead, it encompasses all persons who are employed in any trade or industry, regardless of the specific nature of their job or their organizational level. This wide definition ensures that a broad range of employees have the legal right to form and join trade unions and to engage in collective activities to protect and promote their common employment interests and welfare.

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specifically formulated in the wake of the Sino-Indian War. Its primary objective was to ensure uninterrupted production and a peaceful industrial environment during the national emergency. Both management and labor voluntarily agreed to avoid strikes, lockouts, and any other actions that could disrupt the defense effort and the overall national economy during that critical time.

221. (C) Unitarist
The unitarist approach to industrial relations is based on the strong belief that the organization is a single, unified team with a common goal. This perspective assumes that there is only one source of authority and that management's right to manage is absolute and legitimate. From this viewpoint, there is no need for a separate group, like a trade union, to represent workers, as management and employees are seen as having identical interests. Conflict is regarded as an irrational disruption of this basic organizational harmony.

222. (A) 1, 2 and 3
High levels of inter-union rivalry can have several negative consequences for both workers and management. It significantly weakens the collective bargaining power of employees, as they cannot present a unified front. It also leads to jurisdictional disputes, where different unions fight over which group should represent certain workers. Furthermore, management can sometimes exploit these internal divisions, playing one union against another to the detriment of all. Such rivalry often leads to a fragmented and unstable industrial relations environment within an establishment.

223. (B) Party that initiates the work stoppage.
While both a strike and a lockout result in the temporary stoppage of work and production, the fundamental difference between them is the party that initiates the action. A strike is a collective and concerted work stoppage started by the employees or their union as a means of protest or to demand better terms. In contrast, a lockout is initiated by the employer, who closes the workplace and prevents employees from entering to perform their duties as a way to pressure them during a dispute.

224. (B) A trust for the benefit of society and workers.
A central principle of the Gandhian approach to industrial relations is the concept of trusteeship. It advocates that employers and wealthy individuals should not consider themselves as absolute owners of their property, but rather as trustees who hold it for the benefit of their workers and society as a whole. According to this view, wealth should be used to promote social welfare and meet the needs of all, rather than for purely personal gain. This principle aims to foster a sense of shared responsibility and mutual trust.

225. (C) A joint effort by management and labour towards common objectives.
In the context of industrial relations, cooperation refers to a state where both management and labor work together in a synergistic way to achieve goals that are mutually beneficial. This includes a joint effort to improve productivity, ensure workplace safety, and enhance the overall health and sustainability of the enterprise. Cooperation is the opposite of conflict and is promoted through mechanisms like joint consultation, workers' participation in management, and collaborative bargaining. It aims to build a positive and productive relationship based on trust and shared purpose.

226. (A) Both A and R are true and R is the correct explanation of A.
The Trade Unions Act of 1926 includes specific and strict regulations regarding how the general funds of a registered trade union can be utilized. The Act provides a clear list of legitimate objects for expenditure, such as salaries for staff, administrative costs, and the conduct of trade disputes. These rules are essential for ensuring that the union's resources are used for genuine trade union activities and for the benefit of its members, rather than for the personal enrichment of individual union leaders or office-bearers.

227. (B) Joint Management Council (JMC)
In the Indian industrial relations system, it is important to distinguish between statutory and non-statutory bodies. Statutory schemes, such as works committees under the Industrial Disputes Act and safety or canteen committees under the Factories Act, are legally mandated for certain establishments. In contrast, Joint Management

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field addresses the complex interconnections between workers, employers, and the state at every level of the industrial system.

256. (B) To act as a legislator, regulator, and provider of dispute resolution machinery
The state serves as a fundamental actor in the labor system by establishing the legal environment through various laws. Beyond legislation, it regulates interactions between other parties and maintains mechanisms for settling disagreements. These functions ensure that industrial activities occur within a stable framework that promotes social and economic order while balancing the interests of management and labor.

257. (D) To amplify their collective voice and bargaining power
Workers join associations to strengthen their position when dealing with employers. By organizing collectively, individuals can better articulate their grievances and negotiate improved employment terms. This collective approach allows employees to have a more significant impact on their working conditions and economic security than they could achieve through individual efforts alone, balancing the power of the employer.

258. (A) The Actors, the Environmental Context, and a Shared Ideology
This influential framework views industrial relations as a distinct subsystem of the larger social structure. It identifies three primary elements that define the system's operation. These include the participants involved, the external environmental factors like technology and markets, and a unifying set of beliefs that helps stabilize the relationships and roles of each party within the broader system.

259. (C) To achieve organisational goals like productivity and profitability
Management entities and their representative associations focus on utilizing the workforce effectively to ensure the success of the enterprise. Their primary interest lies in optimizing operations to enhance output and financial performance. Decisions regarding recruitment, compensation, and discipline are all directed toward maintaining a productive environment that supports long-term organizational viability and competitive advantage in the market.

260. (A) the state, employers and their organisations, and employees and their unions.
The industrial relations system is defined by the interactions among three main groups of participants. These include the government agencies that set rules, the business entities that provide employment, and the workers who supply labor. Each group plays a specific role, and their continuous interplay within a shared environmental context shapes the overall climate of work within society.

261. (D) High rates of employee absenteeism and turnover
Labor conflict does not always appear as organized collective action like strikes. It can manifest through less visible, individual behaviors that signal underlying dissatisfaction. Examples include frequent absences from work or high numbers of employees leaving the organization. Such subtle indicators reflect a breakdown in the relationship between the workforce and the management, impacting productivity and morale.

262. (B) conflict and cooperation.
The relationship between labor and management is marked by a fundamental tension between opposing and shared interests. While both parties must work together for the success of the enterprise, they often disagree over the distribution of rewards. This dynamic requires balancing the need for collaborative effort with the reality of inevitable disagreements that occur naturally within the workplace.

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263. (C) Mutual trust and transparent communication
Effective collaboration between workers and management relies on building a positive organizational climate. When information is shared openly and parties rely on each other's integrity, the foundations for joint effort are strengthened. Such an environment encourages the use of participative mechanisms and grievance systems to maintain industrial peace and enhance overall organizational performance through shared commitment.

264. (D) Economic, psychological, and social factors

248. (B) Fragmentation due to multiplicity and political affiliation.
A major and persistent problem that significantly hinders the strength and effectiveness of the trade union movement in India is fragmentation. This is caused by the presence of multiple unions within a single establishment, often affiliated with different and competing political parties. This multiplicity leads to intense inter-union rivalry, making it difficult for workers to present a unified and strong front during collective bargaining. This fragmentation weakens the collective voice of labor and allows management to exploit internal divisions, thereby compromising the overall bargaining power of the employees.

249. (C) Work-life balance and employee development.
In the modern and rapidly evolving economic landscape, the role of trade unions is expanding beyond traditional demands for wage increases. An emerging and increasingly important role for unions is to bargain for non-wage issues that are vital to the modern workforce. This includes negotiating for measures that promote work-life balance, such as flexible hours and well-being programs, as well as opportunities for continuous employee development and skill enhancement. This broader focus helps unions address the diverse and changing needs of workers in a highly competitive global labor market.

250. (A) 1, 2, 3, 4
A typical and structured collective bargaining process follows a logical sequence of stages to ensure a successful outcome. It begins with the careful preparation for negotiation, where both parties gather data and define their goals. This is followed by the actual negotiation sessions, where management and the union engage in dialogue and compromise. Once a consensus is reached, the process moves to reaching a formal agreement. Finally, the agreed-upon terms must be implemented and administered effectively in the workplace to ensure that the new rules are followed by all.

251. (B) The Unitarist Approach
This theoretical perspective perceives the organization as an integrated and harmonious whole sharing a singular set of objectives. Within this framework, industrial disputes are not considered a natural part of work relations. Instead, they are viewed as disruptions caused by poor management or communication breakdowns, which can be avoided through better alignment of interests between workers and employers.

252. (A) As an inherent and manageable feature arising from competing interests
The pluralist view recognizes that diverse groups within an organization, such as management and labor, possess distinct and often conflicting interests. This approach treats such conflict as an unavoidable and legitimate part of industrial life. Consequently, institutional mechanisms like collective bargaining are employed to resolve these inevitable differences constructively, ensuring the continued functioning of the entire organizational system.

253. (C) a coercive and paternalistic model to a participative and democratic one.
The historical development of labor relations shows a shift from early industrial practices based on strict control and management dominance. Modern systems have transitioned toward frameworks that emphasize employee involvement and democratic principles. This evolution reflects broader societal changes, moving from authoritarian styles to collaborative structures where workers have a more significant voice in the decisions that affect them.

254. (D) the inherent power imbalance within a capitalist society.
This radical perspective interprets labor relations through the framework of class struggle between those who own capital and those who provide labor. It argues that industrial conflict is an inescapable result of the capitalist system's structure. Resolution is only possible through fundamental changes to the existing social and economic order, rather than through simple workplace reforms or communication.

255. (C) Both shop-floor interactions and the formulation of national labor policy
Industrial relations cover a broad spectrum of activities within the labor environment. This includes localized interactions occurring at the individual workplace level as well as higher-level policy development. By encompassing everything from daily operations to national legislation, the

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to a more balanced and democratic employment relationship for everyone involved.

273. (D) Both substantive and procedural issues
The scope of joint negotiations between unions and employers is quite broad. It includes concrete matters such as pay scales and work hours, which directly impact workers' livelihoods. Additionally, it covers the processes for handling grievances, discipline, and union recognition. This comprehensive approach ensures that both the outcomes and the methods of workplace governance are negotiated and agreed.

274. (A) allows workers a voice in decisions affecting their working lives.
By involving employees in the negotiation of their own working conditions, collective bargaining brings democratic principles into the industrial setting. It provides a structured way for workers to influence management decisions that impact them directly. This participation fosters a sense of empowerment and ensures that the needs of the workforce are considered alongside the goals of management.

275. (C) "A peace treaty and a system of industrial governance"
This description highlights how collective bargaining serves two vital roles simultaneously. It acts as a mechanism to end disputes and maintain workplace harmony, similar to a diplomatic settlement. At the same time, it establishes a formal structure of rules and procedures that guide the daily management and operation of the employment relationship within an industrial enterprise.

276. (A) Industrial democracy
This core idea advocates for a shift from traditional hierarchical management toward a more inclusive workplace environment. It emphasizes giving employees a meaningful role in the decision-making processes of the organization. By fostering a participative culture, it seeks to improve both productivity and the quality of work life, moving away from unilateral control by management over workers.

277. (D) Consultative participation
At this specific level of engagement, management actively seeks the views and opinions of employees before finalizing a course of action. However, the ultimate power to make the final choice remains with the management. This approach allows for worker input to be heard and considered, even though it does not grant employees joint authority over the actual decision-making.

278. (B) To enhance organisational effectiveness and meet employees' psychological needs
The implementation of participative management aims to achieve both business and humanistic goals. On one hand, it seeks to improve efficiency and productivity by utilizing employee insights. On the other hand, it addresses the desire of workers for recognition, self-expression, and job satisfaction. Balancing these two objectives leads to a more committed and productive workforce overall.

279. (C) Decisive participation.
This represents the most advanced stage of employee involvement in management. In this model, management and labor act as equal partners when making critical choices for the organization. There is a shared responsibility for the outcomes, as neither party has the unilateral power to override the other. This level of collaboration fully embodies the principles of industrial democracy.

280. (D) A greater sense of employee commitment
Involving workers in the decision-making process can lead to numerous positive outcomes for an organization. When employees feel their voices are heard and valued, they tend to develop a stronger bond with the company. This increased dedication often results in lower turnover rates, fewer industrial conflicts, and a more motivated workforce that is aligned with organizational goals.

281. (A) To provide a channel for employees to raise concerns and seek redressal
A structured system for addressing dissatisfaction ensures that employees can voice their problems formally. It offers a fair and systematic way to resolve issues related to the employment relationship. By providing a clear path for seeking solutions, the procedure helps prevent minor disagreements from escalating into major conflicts, thereby maintaining industrial peace and organizational stability over time.

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Industrial disputes arise from a complex variety of origins rather than a single source. They can stem from financial disagreements, individual personality clashes, or differences in social values and norms. Understanding these multifaceted causes is essential for developing effective strategies to manage conflict and promote a more harmonious relationship between the various actors involved in the workplace.

265. (A) To constructively manage conflict while nurturing cooperation
Modern labor systems face the difficult task of addressing the inherent tensions in the employment relationship while building productive partnerships. Success requires managing disagreements in a way that does not destroy the organization. Simultaneously, management must foster a collaborative spirit to improve both the efficiency of the business and the psychological well-being of the employees involved.

266. (B) It involves direct interaction between the representatives of employers and employees.
This arrangement focuses on the two primary parties directly affected by the employment relationship. It operates on the principle that management and labor are best suited to resolve their differences through direct negotiation without external interference. Such interactions form the basis of collective bargaining and occur at various levels, from individual manufacturing plants to entire industrial sectors.

267. (B) a tripartite consultative institution.
This body serves as a high-level forum in the Indian industrial relations system. It brings together government officials, employer associations, and trade union representatives to discuss labor matters. Its function is primarily to provide advice and build consensus on national policies and legislative changes, ensuring that the interests of all stakeholders are considered in the decision-making process.

268. (A) Tri-partitism includes the state as a third party, whereas bi-partitism does not.
The main distinction between these two institutional frameworks lies in the number of participating groups. One model involves only the employer and employee representatives interacting directly to manage their affairs. The other model expands this interaction by including the government, which helps integrate national economic goals and social policy into the consultative process to promote broader industrial harmony.

269. (C) To advise on labour policy, legislation, and build consensus
Bodies involving government, labor, and management representatives at the national level focus on high-level strategic issues. Their purpose is to facilitate dialogue and reach agreement on major labor-related matters. By acting as advisory councils, they assist in drafting laws and formulating policies that aim to maintain industrial harmony and support broader national economic development goals for society.

270. (D) Collective bargaining
Direct negotiation between management and labor representatives is the core of joint regulation in the workplace. This two-party process allows those directly involved in the work to set terms and conditions of employment. It promotes self-governance and reduces the need for state intervention by establishing a framework where rules are mutually agreed upon by the primary stakeholders.

271. (C) A mutually acceptable collective bargaining agreement
The goal of joint negotiation is to produce a formal document that outlines the terms and conditions of employment. This agreement represents a consensus between the employer and the union. By reaching a settlement that both parties accept, the process helps stabilize the workplace environment and provides a clear, predictable framework for the future conduct of industrial relations.

272. (B) a system of joint regulation.
Collective bargaining changes the traditional top-down authority of management into a collaborative process. Instead of the employer making unilateral decisions, rules are created through negotiation with employee representatives. This shift ensures that both parties participate in defining the procedures and standards that govern the workplace, leading

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ways to foster cooperation and stability amidst rapid changes.

291. (C) To safeguard and promote the interests of workers through collective action
These associations are formed by employees to protect their well-being across economic, social, and political spheres. By acting together, workers can achieve more significant improvements in their conditions than they could as individuals. The primary function of such organizations is to use their collective strength to negotiate better terms and ensure fair treatment within the workplace environment.

292. (A) inter-union rivalry and a weakening of collective bargaining power.
When multiple labor organizations exist within a single company or industry, it often creates competition and conflict among them. This fragmentation makes it difficult for workers to present a unified front during negotiations with management. As a result, the overall effectiveness of the collective bargaining process is diminished, making it harder for employees to achieve their goals.

293. (D) It does not contain provisions for the mandatory recognition of unions.
Although national legislation provides a framework for the formal registration of labor associations, it lacks a requirement for employers to officially accept these unions as bargaining agents. This absence of a legal mandate for recognition has been a frequent cause of industrial disputes. Without mandatory recognition, unions may struggle to engage effectively in the collective bargaining process.

294. (B) an employer accepts a union as the negotiating agent for its employees.
This process occurs when a company officially agrees to deal with a specific labor organization as the legitimate representative of its workforce. It is a critical step for effective labor relations because it establishes who management will talk to during negotiations. Without this acceptance, even a legally registered union may find it impossible to perform its core functions.

295. (C) Low membership fees and a high number of non-paying members
Many labor organizations in India struggle with limited financial resources, which restricts their ability to provide services and welfare benefits. This situation is often caused by setting subscription rates too low or having a large portion of the membership that does not contribute financially. These economic challenges hinder the long-term sustainability and operational effectiveness of the movement.

296. (D) No, registration is voluntary but confers legal benefits.
Under the governing law, labor associations are not forced to register with the government. However, choosing to do so provides the organization with important legal protections and rights that are otherwise unavailable. This status allows the union to function as a formal legal entity, which is essential for conducting its activities effectively and protecting its members during trade disputes.

297. (A) Immunity from criminal conspiracy and civil suit charges for legitimate trade dispute actions
The most vital protection provided to registered labor associations involves legal safety for actions taken during industrial disagreements. This ensures that union leaders and members cannot be easily prosecuted or sued for organizing activities like strikes. Such immunities are fundamental for the survival of unions, as they prevent the use of legal litigation to suppress collective action.

298. (B) a body corporate with a separate legal identity.
Registration transforms a labor association into a formal legal person in the eyes of the law. This status enables the organization to own assets, sign contracts, and participate in legal proceedings under its own name. By having a separate legal existence from its individual members, the union can manage its affairs with greater permanence and institutional stability.

299. (B) To maintain proper accounts and submit annual returns
In exchange for the legal protections and status granted by registration, labor organizations must follow certain administrative rules. They are required to keep accurate financial records and have them reviewed by an auditor each year. Additionally, they must provide annual reports

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to the government authorities. These obligations ensure transparency and accountability in the management of the organization.

300. (A) collaborating on productivity and focusing on worker skill development.
Modern labor associations are moving beyond their traditional role of primarily opposing management. They are increasingly involved in efforts to improve the efficiency and output of the organization. Furthermore, they are prioritizing the training of workers to help them keep up with new technologies. This shift reflects a more cooperative approach aimed at ensuring long-term employment security.

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CHAPTER 06
Industrial Disputes

1. Which of the following best defines an 'industrial dispute' under the Industrial Disputes Act, 1947?
(A) A dispute exclusively between a workman and their direct reporting manager regarding a specific individual performance appraisal.
(B) Any difference between employers and workmen, or between workmen, regarding employment, non-employment, or conditions of labour.
(C) Any disagreement within the internal management team or board of directors concerning the establishment's general operation.
(D) A protest by a political party or external interest group against the industrial policy of the current government.

2. The Industrial Employment (Standing Orders) Act, 1946, applies to every industrial establishment wherein how many workmen are employed, or were employed on any day of the preceding twelve months?
(A) 100 or more workmen
(B) 50 or more workmen
(C) 20 or more workmen
(D) 200 or more workmen

3. Which of the following statements is correct regarding the prevention of industrial disputes?
(A) Preventive machinery is only activated after a strike or lockout has been declared.
(B) The Industrial Disputes Act, 1947, deals exclusively with the settlement, not the prevention, of disputes.
(C) Preventive machinery for industrial disputes aims to create an environment where disputes do not arise.
(D) Prevention of disputes is the sole responsibility of trade unions.

4. Consider the following statements:
Statement I : An award under the Industrial Disputes Act, 1947 is the final determination of an industrial dispute by a Labour Court, Industrial Tribunal, or National Tribunal.
Statement II : An award also includes an interim determination.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

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5. Match List I with List II regarding forms of industrial conflict:
List I: (Form of Conflict)
P. Gherao
Q. Picketing
R. Boycott
S. Go-slow
List II: (Description)
1. A concerted action by workmen to slow down the pace of production.
2. Physical blockade of a target, either of persons or property.
3. Disrupting the business of the employer by appealing to third parties like consumers and suppliers.
4. Stationing of striking workers at the business entrance to dissuade others from entering.
Which of the following is the correct matching?
(A) P-2, Q-4, R-3, S-1
(B) P-1, Q-2, R-3, S-4
(C) P-2, Q-3, R-4, S-1
(D) P-4, Q-1, R-2, S-3

6. Which of the following is NOT a matter to be provided in Standing Orders under the Industrial Employment (Standing Orders) Act, 1946?
(A) Classification of workmen, e.g., permanent, temporary, apprentices.

(B) The company's annual profit-sharing bonus formula.
(C) Manner of intimating to workmen periods and hours of work, holidays, pay-days and wage rates.
(D) Means of redress for workmen against unfair treatment or wrongful exactions by the employer or his agents or servants.

7. A company employs 150 workmen. Due to a sudden shortage of raw materials, the management decides to halt production for 10 days and asks the workmen not to report for duty. This action by the management is best described as:
(A) Retrenchment
(B) Lockout
(C) Closure
(D) Lay-off

8. Consider the following statements regarding a legal strike under the Industrial Disputes Act, 1947:
1. It must not be in a public utility service without giving a six-week notice.
2. It must not be in breach of a contract of employment.
3. It must not be during the pendency of conciliation proceedings.
4. It must be in pursuance of a demand related to the terms of employment.

Which of the above statements are correct?
(A) 1, 2 and 3 only
(B) 1, 3 and 4 only
(C) 2 and 4 only
(D) All 1, 2, 3 and 4

9. What is the most likely cause-and-effect relationship in the context of industrial disputes?
(A) Cause: A successful annual general meeting. Effect: An immediate declaration of strike by the union.
(B) Cause: A rise in consumer demand for the company's product. Effect: A lockout by the management.
(C) Cause: Introduction of a new automated machinery. Effect: A dispute over job security and retraining of existing workforce.
(D) Cause: The appointment of a new CEO. Effect: A dispute between two rival trade unions.

10. Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R). Select the correct answer from the options given below.
Assertion (A) : The Works Committee, constituted under the Industrial Disputes Act, 1947, is considered a key machinery for prevention of industrial disputes.
Reason (R) : It is a bipartite body designed to promote measures for securing and preserving amity and good relations between the employer and workmen.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

11. The Industrial Disputes Act, 1947, provides for a three-tier system of adjudication machinery. Which of the following is NOT part of this system?
(A) Labour Court
(B) Industrial Tribunal
(C) National Tribunal
(D) Board of Conciliation

12. A settlement arrived at by agreement between the employer and workmen otherwise than in the course of conciliation proceeding shall be binding for:
(A) A period of six months specifically from the date on which the memorandum of settlement is signed.
(B) A period agreed upon by the parties, and if no such period is agreed upon, for a period of six months.
(C) A period of one year from the date of signing the settlement regardless of any specific prior agreements.
(D) Such period as directed by the appropriate Government based on the prevailing industrial circumstances.

13. Which of the following definitions most accurately describes a 'lock-out' under the Industrial Disputes Act, 1947?
(A) The permanent closing down of a place of employment or a specific part thereof by management for economic reasons.

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(B) The termination by the employer of the service of a workman for any reason whatsoever, excluding retirement or superannuation.
(C) The temporary closing of a place of employment, the suspension of work, or refusal to employ persons.
(D) A formal disciplinary action taken by the employer against a group of workmen for gross industrial misconduct or negligence.

14. You are appointed as a Conciliation Officer. A dispute has been referred to you. What would be your most appropriate first step in the conciliation proceedings?
(A) To immediately refer the dispute to the Labour Court for adjudication.
(B) To declare the strike or lockout as illegal.
(C) To impose a fine on the party at fault.
(D) To immediately investigate the dispute and all matters affecting the merits and the right settlement thereof.

15. Consider the following steps in the process of certification of standing orders under the Industrial Employment (Standing Orders) Act, 1946:
1. Submission of draft standing orders by the employer.
2. Certification of the draft by the Certifying Officer.
3. Opportunity for the trade union/workmen to file objections.
4. Hearing of the parties by the Certifying Officer.
5. Filing of an appeal to the appellate authority, if any.

Which of the following represents the correct chronological order?
(A) 1, 3, 4, 2, 5
(B) 1, 2, 3, 4, 5
(C) 1, 4, 3, 2, 5
(D) 2, 1, 3, 4, 5

16. Which of the following pairs is correctly matched regarding authorities under the Industrial Disputes Act, 1947?
(A) Industrial Tribunal - Matters specified in the Second Schedule only.
(B) Labour Court - Disputes relating to wages, hours of work and leave.
(C) National Tribunal - Disputes involving questions of local importance only.
(D) Board of Conciliation - Power to give a binding award.

17. Consider the following statements:
Statement I : The Industrial Employment (Standing Orders) Act, 1946 provides for 'Model Standing Orders' which apply to an establishment until its own standing orders are certified.
Statement II : The Model Standing Orders are framed by the Central Government only.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

18. Match List I with List II regarding sections of the Industrial Disputes Act, 1947:
List I: (Section)
P. Section 2(k)
Q. Section 2(q)
R. Section 9A
S. Section 25FFA
List II: (Subject Matter)
1. Notice of change
2. Sixty days' notice of intention to close down an undertaking
3. Definition of "Industrial Dispute"
4. Definition of "Strike"
Which of the following is the correct matching?
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-4, R-1, S-2
(C) P-3, Q-1, R-4, S-2
(D) P-4, Q-3, R-2, S-1

19. Which of the following statements about the role of the Central Labour Administration is incorrect?
(A) It is responsible for the enforcement of labour laws in the central sphere.
(B) The Chief Labour Commissioner (Central) organization is the primary body for it.
(C) It has the power to adjudicate all industrial disputes across the country, superseding

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constituted by the Central Government for the adjudication of industrial disputes which involve questions of national importance.
Reason (R) : A National Tribunal has jurisdiction over establishments situated in more than one state, ensuring uniformity in decisions on critical issues.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

51. "Victimisation" as a factor in industrial disputes refers to:
(A) An employer terminating an employee for proven theft.
(B) A workman being a victim of an industrial accident.
(C) An employer taking adverse action against a workman for their trade union activities.
(D) A trade union targeting a specific manager for harassment.

52. The report of a Board of Conciliation under the Industrial Disputes Act, 1947 is:
(A) binding on both parties automatically.
(B) enforceable as a decree of a civil court.
(C) directly appealable in the Supreme Court.
(D) recommendatory in nature.

53. According to the Industrial Employment (Standing Orders) Act, 1946, the certified standing orders are required to be prominently posted by the employer in which language?
(A) In English only, as it is the official language of business.
(B) In the official language of the state only.
(C) In English and in a language understood by the majority of the workmen.
(D) In Hindi only, as it is the national language.

54. In case of a dispute between an employer and employees over the application or interpretation of a certified standing order, the matter can be referred to:
(A) the High Court directly.
(B) a Labour Court.
(C) the Conciliation Officer.
(D) the employer's HR department for a final decision.

55. Arrange the following industrial dispute settlement mechanisms in order of increasing third-party intervention and binding authority:
1. Adjudication
2. Collective Bargaining
3. Conciliation
4. Arbitration
(A) 2, 3, 4, 1
(B) 2, 4, 3, 1
(C) 3, 2, 1, 4
(D) 1, 4, 3, 2

56. The term 'workman' under the Industrial Disputes Act, 1947, does NOT include a person who is:
(A) employed mainly in a managerial or administrative capacity.
(B) employed in a supervisory capacity, drawing wages exceeding a specified amount.
(C) a skilled manual labourer.
(D) an apprentice under the Apprentices Act, 1961.

57. A 'stay-in' or 'sit-down' strike is a form of industrial protest where:
(A) workmen stay away from the workplace but picket the gates.
(B) workmen go on a hunger strike outside the factory.
(C) workmen come to the workplace but refuse to work or leave the premises.
(D) workmen occupy the residence of the manager.

58. Consider the following statements regarding the role of the State Labour Department:
Statement I : It is primarily responsible for maintaining industrial peace in industries within the state sphere.
Statement II : It has no role in the implementation of central labour laws.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is

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27. The concept of 'Go-slow' as a form of industrial action is best characterized as:
(A) An illegal strike under all circumstances.
(B) A form of protest where workmen report to duty but do not work.
(C) A legitimate tool for collective bargaining recognized by law.
(D) A concerted and deliberate slowing down of production by workmen.

28. Consider the following statements:
Statement I : The Central Government is the 'appropriate government' under the Industrial Disputes Act, 1947, for disputes concerning a banking company.
Statement II : The State Government is the 'appropriate government' for disputes in a textile mill located within the state.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

29. Which of the following is NOT considered a 'public utility service' under the First Schedule of the Industrial Disputes Act, 1947, unless declared so by the appropriate Government?
(A) Any railway service
(B) Any service in a hospital or dispensary
(C) The foodstuff industry
(D) Any postal, telegraph or telephone service

30. Which of the following is an economic factor contributing to industrial disputes?
(A) Victimisation of a union leader
(B) Disagreement over shift timings
(C) Political interference in union activities
(D) Demand for higher wages and dearness allowance

31. Match List I with List II regarding terms and Acts:
List I: (Term)
P. Certifying Officer
Q. Conciliation Officer
R. Chief Labour Commissioner
S. Unfair Labour Practice
List II: (Authority or Source)
1. A statutory authority under Central Labour Administration
2. Industrial Disputes Act, 1947 (Fifth Schedule)
3. Industrial Disputes Act, 1947
4. Industrial Employment (Standing Orders) Act, 1946
Which of the following is the correct matching?
(A) P-4, Q-3, R-1, S-2
(B) P-1, Q-2, R-3, S-4
(C) P-4, Q-3, R-2, S-1
(D) P-3, Q-4, R-1, S-2

32. The primary role of a 'Court of Inquiry' under the Industrial Disputes Act, 1947 is to:
(A) adjudicate the dispute and give a binding award.
(B) inquire into any matter connected with or relevant to an industrial dispute and submit a report.
(C) mediate between the parties and promote a settlement.
(D) enforce the provisions of a settlement or award.

33. An employer is required to give notice of change under Section 9A of the Industrial Disputes Act, 1947, for which of the following actions?
(A) Promoting a workman to a higher grade
(B) Introducing a new rationalisation or standardisation scheme
(C) Sending a workman for training abroad
(D) Declaring a national holiday as a working day with extra pay

34. Consider the following statements regarding Lockouts under the Industrial Disputes Act, 1947:
1. A lockout is the employer's equivalent of a strike.
2. A lockout declared in consequence of an illegal strike is deemed illegal.
3. No employer can declare a lockout in a public utility service without giving 14 days' notice.
4. A lockout can be declared during the pendency of proceedings before a National Tribunal.
Which of the statements given above are correct?

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(A) 1 and 3 only
(B) 1, 2 and 3 only
(C) 2 and 4 only
(D) All 1, 2, 3 and 4

35. The period of operation of a settlement arrived at during the course of conciliation proceedings is:
(A) A period of six months from the date of settlement.
(B) A period of one year from the date of settlement.
(C) Such period as is agreed upon in writing by the parties, and if no period is agreed upon, a period of six months.
(D) Perpetual, until a new settlement is reached.

36. Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R). Select the correct answer from the options given below.
Assertion (A) : The Industrial Employment (Standing Orders) Act, 1946, requires employers to precisely define the conditions of employment.
Reason (R) : This helps in minimizing friction between management and workmen on matters like hours of work, leave, and disciplinary action.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

37. A 'sympathetic strike' is a strike where:
(A) Workmen go on strike to show sympathy for a social cause unrelated to their employment.
(B) Workmen express their demands in a peaceful and sympathetic manner to the employer.
(C) Workmen in one industry go on strike in sympathy with striking workmen in another industry.
(D) Only a few selected workmen go on strike as a token of protest against management.

38. Under the Industrial Employment (Standing Orders) Act, 1946, who is appointed as the Certifying Officer?
(A) A High Court Judge
(B) The Labour Commissioner or a Regional Labour Commissioner
(C) The District Magistrate
(D) A representative nominated by the trade union

39. The State Labour Administration is NOT responsible for which of the following?
(A) Enforcement of state-specific labour laws.
(B) Conciliation in disputes falling in the state sphere.
(C) Registration and monitoring of trade unions under the Trade Unions Act.
(D) Administration of labour welfare funds for central government employees.

40. An award of a Labour Court, Industrial Tribunal or National Tribunal shall be in writing and shall be signed by:
(A) its presiding officer.
(B) the representatives of both employer and workmen.
(C) the Conciliation Officer who handled the case.
(D) a judge of the High Court.

41. What is the time limit for an employer to submit draft standing orders to the Certifying Officer after the Industrial Employment (Standing Orders) Act, 1946 becomes applicable to the establishment?
(A) Within one month
(B) Within three months
(C) Within six months
(D) Within one year

42. Consider the following statements:
Statement I : Lay-off compensation is payable to a workman whose name is on the muster rolls of the establishment and who has completed not less than one year of continuous service.
Statement II : The compensation is equal to fifty percent of the basic wages and dearness allowance.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is

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incorrect.
(D) Statement I is incorrect, but Statement II is correct.

43. An industrial dispute concerning a major port or a dock labour board would fall under the jurisdiction of:
(A) The State Government's labour machinery.
(B) A special tribunal constituted by the Supreme Court.
(C) The municipal corporation of the area.
(D) The Central Government's labour machinery.

44. Match List I with List II regarding concepts and their primary objectives:
List I: (Concept)
P. Collective Bargaining
Q. Adjudication
R. Works Committee
S. Standing Orders
List II: (Primary Objective)
1. Imposed settlement by a third party with binding decision.
2. Joint consultation to promote amity and good relations.
3. Uniformity and clarity in conditions of employment.
4. Negotiation between employer and employee representatives to reach agreement.
Which of the following is the correct matching?
(A) P-1, Q-2, R-3, S-4
(B) P-4, Q-1, R-2, S-3
(C) P-4, Q-2, R-1, S-3
(D) P-3, Q-1, R-2, S-4

45. Which of the following situations does NOT constitute a 'strike' under the Industrial Disputes Act, 1947?
(A) Cessation of work by a body of persons employed in any industry acting in combination.
(B) A concerted refusal of a number of persons to continue to work.
(C) Individual workers taking leave on the same day for personal reasons without any agreement among them.
(D) Refusal under a common understanding of any number of persons to accept employment.

46. An award published under Section 17 of the Industrial Disputes Act, 1947, becomes enforceable on the expiry of how many days from the date of its publication?
(A) 15 days
(B) 45 days
(C) 60 days
(D) 30 days

47. Consider the following authorities under the Industrial Disputes Act, 1947:
1. Board of Conciliation
2. Court of Inquiry
3. Labour Court
4. National Tribunal
5. Works Committee
Which of these are considered as adjudicatory bodies?
(A) 3 and 4 only
(B) 1, 2 and 5 only
(C) 1, 3 and 4 only
(D) All 1, 2, 3, 4 and 5

48. A workman is suspended pending a domestic enquiry. What does the Industrial Employment (Standing Orders) Act, 1946 generally provide regarding payment during this period?
(A) Full wages must be paid throughout the suspension period.
(B) A subsistence allowance must be paid to the workman.
(C) No wages are payable during the suspension period.
(D) Payment is at the complete discretion of the employer.

49. One of the major trends in industrial disputes in the globalized era is the increased focus on:
(A) disputes over union recognition.
(B) disputes arising from downsizing, outsourcing, and flexible work arrangements.
(C) inter-union rivalry leading to work stoppages.
(D) demands for nationalization of industries.

50. Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R). Select the correct answer from the options given below.
Assertion (A) : A National Tribunal is

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state machinery.
(D) It is involved in the prevention and settlement of industrial disputes in central government undertakings.

20. The most significant trend observed in industrial disputes in India in recent times is:
(A) A drastic increase in politically motivated general strikes across all sectors including the public utility services.
(B) Disputes are increasingly centered on issues of wages, allowances, and bonuses within traditional manufacturing units.
(C) A complete elimination of lockouts by employers due to stringent laws regarding closure and retrenchment.
(D) A decline in the number of large-scale organized strikes and an increase in enterprise-level disputes.

21. Consider the following statements regarding the Industrial Employment (Standing Orders) Act, 1946:
1. The Act aims to formalize the conditions of service for workmen.
2. It is applicable to all commercial establishments regardless of size.
3. The Certifying Officer must be a judicial magistrate.
4. An appeal against the order of the Certifying Officer lies to the Appellate Authority.
5. The Standing Orders, once certified, have the force of law.

Which of the above statements are correct?
(A) 1, 2 and 3 only
(B) 1, 4 and 5 only
(C) 2, 3 and 4 only
(D) All 1, 2, 3, 4 and 5

22. What is the time limit for a conciliation officer to submit their report under the Industrial Disputes Act, 1947, from the commencement of conciliation proceedings?
(A) 7 days
(B) 14 days
(C) 30 days
(D) 60 days

23. Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R). Select the correct answer from the options given below.
Assertion (A) : The Industrial Disputes Act, 1947, prohibits strikes and lock-outs in public utility services without prior notice.
Reason (R) : The objective is to provide time for conciliation and prevent sudden disruption of essential services to the community.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

24. Refusal by an employer to bargain collectively in good faith with a recognized trade union is considered what under the Industrial Disputes Act, 1947?
(A) An unfair labour practice
(B) A criminal offence
(C) A breach of contract
(D) A valid management prerogative

25. A factory engaged in manufacturing shoes has a total of 95 workmen. The employer wants to lay off 20 workmen due to a decline in orders. Which statement is most accurate?
(A) The employer must seek prior permission from the appropriate government before laying off the workmen.
(B) The lay-off is illegal as the establishment has less than 100 workmen.
(C) The employer can lay off the workmen by simply paying them compensation as per the Act.
(D) The provisions of lay-off under the Industrial Disputes Act do not apply to this factory.

26. Which body has the power to modify a certified standing order under The Industrial Employment (Standing Orders) Act, 1946?
(A) The employer or the workmen by applying to the Certifying Officer.
(B) Only the employer on their own discretion.
(C) Only the recognized trade union through a court order.
(D) The appropriate Government through a special notification.

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correct.

59. Which of the following is NOT a ground for declaring a strike or lockout illegal under the Industrial Disputes Act, 1947?
(A) Commencing it during the pendency of proceedings before a Labour Court.
(B) Commencing it during any period in which a settlement or award is in operation.
(C) Commencing it in a public utility service without giving prescribed notice.
(D) Commencing it because the demands of the workmen were not met during negotiation.

60. The Fifth Schedule of the Industrial Disputes Act, 1947, which was added by the 1982 amendment, deals with:
(A) Industries which may be declared to be public utility services.
(B) Unfair Labour Practices.
(C) Matters within the jurisdiction of Labour Courts.
(D) Conditions of service for change of which notice is to be given.

61. Consider the following features of industrial dispute settlement machinery:
1. Promotes bipartite resolution of disputes.
2. Involves a neutral third party to facilitate agreement.
3. Involves a third party who gives a binding decision.
4. Focuses on investigating the facts of the dispute.

Which of the above features best describe 'Conciliation'?
(A) 1 and 3 only
(B) 3 and 4 only
(C) 2 only
(D) 1 and 2 only

62. An employer terminates the service of 55 workmen in an industrial establishment employing 150 workmen, as the surplus labour is no longer needed. This act is defined under the Industrial Disputes Act, 1947 as:
(A) Lockout
(B) Lay-off
(C) Closure
(D) Retrenchment

63. The jurisdiction of a Labour Court under the Industrial Disputes Act, 1947, pertains to matters specified in which Schedule of the Act?
(A) The Second Schedule
(B) The First Schedule
(C) The Third Schedule
(D) The Fourth Schedule

64. What is the main purpose of constituting a Works Committee in an establishment with 100 or more workmen?
(A) To negotiate wages and bonus on behalf of all workmen.
(B) To promote measures for securing and preserving amity and good relations between the employer and workmen.
(C) To act as a disciplinary authority and recommend punishments.
(D) To audit the financial accounts of the company.

65. Arrange the following legislations in the correct chronological order of their enactment:
1. The Industrial Disputes Act, 1947
2. The Trade Unions Act, 1926
3. The Industrial Employment (Standing Orders) Act, 1946
4. The Factories Act, 1948

(A) 2, 4, 3, 1
(B) 4, 2, 1, 3
(C) 2, 3, 4, 1
(D) 1, 3, 2, 4

66. If the employer makes any changes in the conditions of service specified in the Fourth Schedule without giving the required notice under Section 9A of the Industrial Disputes Act, 1947, the action is:
(A) Invalid and illegal.
(B) Perfectly legal if the change benefits the workmen.
(C) Considered an unfair labour practice.
(D) Subject to a small fine only.

67. Which of the following is NOT a typical non-economic cause of industrial disputes?
(A) Indiscipline and violence
(B) Political factors and inter-union rivalry
(C) Demand for a share in profits
(D) Victimisation of workmen

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(A) The Secretary, Ministry of Labour.
(B) The Labour Minister.
(C) The Presiding Officer of the National Industrial Tribunal.
(D) The Chief Labour Commissioner (Central).

85. Which of the following is NOT a 'preventive' measure for industrial disputes?
(A) Code of Discipline
(B) Collective Bargaining
(C) Adjudication by a Labour Court
(D) Joint Management Councils

86. A strike or lockout will be illegal if it is commenced in contravention of an order of the appropriate Government prohibiting it under Section 10(3) of the Industrial Disputes Act, 1947. This statement is:
(A) False
(B) True
(C) True only for strikes, not lockouts
(D) True only for public utility services

87. Which of the following is an example of an 'interest dispute'?
(A) A dispute over the interpretation of a clause in a settlement.
(B) A dispute over the dismissal of a single workman.
(C) A dispute over the demand for higher wages and new allowances.
(D) A dispute over the payment of retrenchment compensation.

88. The definition of 'industry' under the Industrial Disputes Act, 1947, was significantly interpreted and expanded by the Supreme Court in which landmark case?
(A) Kesavananda Bharati v. State of Kerala
(B) Bangalore Water Supply and Sewerage Board v. A. Rajappa
(C) Maneka Gandhi v. Union of India
(D) D.K. Basu v. State of West Bengal

89. Under the Industrial Employment (Standing Orders) Act, 1946, what is the time limit for an appeal to be filed against the order of the Certifying Officer?
(A) 15 days
(B) 30 days
(C) 45 days
(D) 60 days

90. Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R). Select the correct answer from the options given below.
Assertion (A) : The provisions relating to lay-off, retrenchment and closure under Chapter VB of the Industrial Disputes Act, 1947, are more stringent than those under Chapter VA.
Reason (R) : Chapter VB applies to larger industrial establishments (employing 100 or more workmen) and requires prior permission from the appropriate government for such actions.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

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91. Which of the following matters falls under the jurisdiction of an Industrial Tribunal but not a Labour Court, under the Industrial Disputes Act, 1947?
(A) The propriety of an order passed by an employer under the standing orders.
(B) The legality of a strike or lock-out.
(C) Wages, including the period and mode of payment.
(D) Hours of work and rest intervals.

92. An award of the National Tribunal is published by the:
(A) State Government in which the dispute arose.
(B) Central Government.
(C) Supreme Court of India.
(D) National Tribunal itself.

93. A 'political strike' or 'bandh' where the call for strike is given by a political party and not by the workmen for an industrial demand is generally considered by courts to be:
(A) a legal strike protected under the Industrial Disputes Act, 1947.
(B) a form of legitimate protest.
(C) a sympathetic strike.
(D) illegal and outside the purview of the Industrial Disputes Act, 1947.

(A) P-3, Q-4, R-2, S-1
(B) P-1, Q-2, R-3, S-4
(C) P-3, Q-2, R-4, S-1
(D) P-4, Q-3, R-1, S-2

76. If an industrial establishment to which the Industrial Employment (Standing Orders) Act, 1946 applies has no certified standing orders:
(A) The employer can manage service conditions as they deem fit.
(B) The prescribed model standing orders shall be deemed to be adopted.
(C) All workmen are considered permanent employees.
(D) The establishment must be closed until standing orders are certified.

77. Which of the following best describes the trend in causes of industrial disputes in India over the past few decades?
(A) A shift from indiscipline and violence to purely economic causes.
(B) A complete eradication of disputes related to political issues.
(C) A shift from economic issues like wages and bonus to non-economic issues like retrenchment and modernization.
(D) A consistent focus only on the demand for better working hours.

78. Consider the following statements about retrenchment compensation:
1. It is payable to a workman who has been in continuous service for not less than one year.
2. It is calculated at the rate of fifteen days' average pay for every completed year of continuous service.
3. It is not payable if the retrenchment is on account of continued ill-health of the workman.
4. The workman must also be given one month's notice or wages in lieu thereof.

Which of the above statements are correct?
(A) 1, 2 and 3 only
(B) 1, 2 and 4 only
(C) 2, 3 and 4 only
(D) All 1, 2, 3, and 4

79. The power to refer an industrial dispute to a Board, Court or Tribunal rests with:
(A) The appropriate Government.
(B) The employer.
(C) The trade union.
(D) The Civil Court.

80. A 'hunger strike' undertaken by a group of workmen to press their demands is a form of:
(A) Lockout.
(B) Strike, if it involves cessation of work.
(C) Gherao.
(D) Lay-off.

81. An industrial establishment proposes to introduce new automated machines that will make 50 workmen redundant. What notice is required to be given for such a change under the Industrial Disputes Act, 1947?
(A) 14 days
(B) 21 days
(C) 30 days
(D) 60 days

82. Consider the following statements:
Statement I : The Industrial Disputes Act, 1947 is a piece of social legislation.
Statement II : It aims to secure industrial peace and harmony by providing machinery and procedure for the investigation and settlement of industrial disputes.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

83. The Industrial Employment (Standing Orders) Act, 1946, does not apply to:
(A) Workmen in a factory employing 150 persons.
(B) Workmen who are governed by the Fundamental and Supplementary Rules.
(C) Clerical staff in an industrial establishment.
(D) Temporary workmen in a construction company.

84. The Central Industrial Relations Machinery (CIRM) is headed by:

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dismissal of workmen, including reinstatement, is given under which section of the Industrial Disputes Act, 1947?
(A) Section 10A
(B) Section 12A
(C) Section 11A
(D) Section 13A

142. If an employer modifies the standing orders, who has the authority to certify these modifications?
(A) The employer's HR head
(B) The recognized trade union
(C) The appropriate government
(D) The Certifying Officer

143. A strike is called by a union to pressurize the government to change its economic policy. This is best described as a:
(A) General Strike for political reasons
(B) Sympathetic Strike
(C) Jurisdictional Strike
(D) Stay-in Strike

144. The main responsibility of the Central Board for Workers' Education is to:
(A) Settle wage disputes.
(B) Provide training and education to workers in trade unionism and industrial relations.
(C) Adjudicate on unfair labour practices.
(D) Enforce minimum wage laws.

145. Consider the following statements regarding the legal status of 'Go-slow':
Statement I : 'Go-slow' is not considered a strike under the definition of the Industrial Disputes Act, 1947.
Statement II : However, courts have held 'Go-slow' to be a serious misconduct as it involves deliberate damage to production and loss to the employer.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

146. A closure is deemed to be illegal if:
(A) The business was running at a loss.
(B) The trade union did not agree to it.
(C) It is done without complying with the provisions of the Industrial Disputes Act, 1947.
(D) The company is a multinational corporation.

147. Which of the following is NOT a method for the prevention of industrial disputes?
(A) Works Committee
(B) Voluntary Arbitration
(C) Joint Management Council
(D) Collective Bargaining

148. The Industrial Employment (Standing Orders) Act, 1946, aims to regulate the conditions of recruitment of workmen. This statement is:
(A) Correct, it is the primary purpose.
(B) Partially correct, as recruitment policies can be a part of it.
(C) Incorrect, it only deals with disciplinary matters.
(D) Incorrect, it regulates conditions of employment, not recruitment.

149. The maximum number of 'protected workmen' to be recognized by the employer in every establishment shall be:
(A) One percent of the total number of workmen, subject to a minimum of five and a maximum of one hundred.
(B) 10% of the total number of workmen.
(C) 50 workmen in total.
(D) All office bearers of the registered trade union.

150. Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R). Select the correct answer from the options given below.
Assertion (A) : The Industrial Disputes Act, 1947, is applicable to all industries, regardless of their nature as sovereign or commercial.
Reason (R) : The Supreme Court in the Bangalore Water Supply case gave a very wide and comprehensive meaning to the term 'Industry'.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.

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94. The role of the State Labour Administration in the context of industrial disputes primarily involves:
(A) Operating as the 'appropriate government' for industries in the state sphere.
(B) Formulating national labour policy.
(C) Adjudicating disputes related to central government undertakings.
(D) Directly managing public sector enterprises in the state.

95. Consider the following:
1. Dismissal of a workman for proven misconduct of theft.
2. Refusal to employ new workmen during a recruitment drive.
3. Termination of service of a workman due to continued ill-health.
4. Voluntary retirement of a workman.
5. Termination of service of a workman as a result of non-renewal of a fixed-term contract.

Which of the above do NOT constitute 'retrenchment' under the Industrial Disputes Act, 1947?
(A) 1, 2 and 3 only
(B) 1, 3, 4 and 5 only
(C) 2, 4 and 5 only
(D) All of the above

96. The purpose of Section 33 of the Industrial Disputes Act, 1947, is to:
(A) Prohibit employers from changing service conditions or taking punitive action against workmen during the pendency of proceedings.
(B) Empower employers to dismiss workmen without enquiry during a legal strike.
(C) Provide a framework for calculating lay-off compensation.
(D) Mandate the formation of Works Committees.

97. The Industrial Employment (Standing Orders) Act, 1946, is fundamentally an act that promotes:
(A) Higher wages for all workmen.
(B) The formation of trade unions.
(C) Certainty and clarity in the employer-employee relationship.
(D) The right to strike.

98. An arbitration award under the Industrial Disputes Act, 1947, is:
(A) recommendatory in nature.
(B) binding on the parties who referred the dispute to arbitration.
(C) subject to appeal in the High Court on merits.
(D) valid for only six months.

99. A 'rights dispute', as opposed to an 'interest dispute', typically arises from:
(A) Negotiation of a new wage agreement.
(B) A demand for a new benefit not previously available.
(C) A desire to change the fundamental terms of employment.
(D) The application or interpretation of an existing law, agreement or award.

100. Match List I with List II regarding the schedules of the Industrial Disputes Act, 1947:
List I: (Schedule)
P. First Schedule
Q. Second Schedule
R. Third Schedule
S. Fourth Schedule
List II: (Content)
1. Matters within the Jurisdiction of Industrial Tribunals
2. Public Utility Services
3. Conditions of Service for which notice of change is to be given
4. Matters within the Jurisdiction of Labour Courts

Which of the following is the correct matching?
(A) P-2, Q-4, R-1, S-3
(B) P-1, Q-2, R-3, S-4
(C) P-2, Q-3, R-4, S-1
(D) P-4, Q-1, R-2, S-3

101. An employer closes down one of several units of his business. This action is known as:
(A) Closure of the undertaking.
(B) Partial closure or closure of a part of an establishment.
(C) Lockout of that unit.
(D) Mass retrenchment.

102. Consider the following statements:
Statement I : A strike is illegal if it is continued in contravention of an order made by the

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(D) A lockout

123. The function of the State Labour Advisory Board is primarily to:
(A) Adjudicate industrial disputes.
(B) Directly negotiate with employers on behalf of unions.
(C) Conduct inspections of factories.
(D) Advise the state government on matters concerning labour policy and administration.

124. The Industrial Disputes Act, 1947 provides that no notice of change under Section 9A is required for changes that are:
(A) Made in pursuance of a settlement or award.
(B) Minor and do not affect service conditions.
(C) Approved by the majority of workmen.
(D) Implemented on a temporary basis for less than a month.

125. The concept of 'Grievance Settlement Authority' is provided under which section of the Industrial Disputes Act, 1947?
(A) Section 9A
(B) Section 11A
(C) Section 9C
(D) Section 2A

126. A 'token strike' is a form of strike that is:
(A) intended to be a warning and is typically of a short duration.
(B) usually for a very long duration.
(C) undertaken by only one or two symbolic members of the union.
(D) held in secret without informing the management.

127. Which of the following is NOT a machinery for the settlement of industrial disputes mentioned in the Industrial Disputes Act, 1947?
(A) Conciliation
(B) Adjudication
(C) Arbitration
(D) Collective Bargaining

128. As per the Industrial Employment (Standing Orders) Act, 1946, the employer shall not modify the standing orders without the consent of the workmen for a period of:
(A) 3 months from the date on which they came into operation.
(B) 6 months from the date on which they came into operation.
(C) 1 year from the date on which they came into operation.
(D) 2 years from the date on which they came into operation.

129. Consider the following statements:
Statement I : The jurisdiction of a National Tribunal extends over disputes which are of national importance.
Statement II : A dispute in a company having branches in multiple states can only be adjudicated by a National Tribunal.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

130. Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R). Select the correct answer from the options given below.
Assertion (A) : A lockout is a weapon in the hands of the employer to compel the workmen to accept their terms.
Reason (R) : A lockout is declared by refusing to continue to employ the persons employed, often as a response to industrial unrest or a strike.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

131. The term 'award' under the Industrial Disputes Act, 1947 means:
(A) A monetary prize given to a productive workman.
(B) A settlement reached during conciliation.
(C) A final or interim determination of an industrial dispute.
(D) A preliminary report by a Court of Inquiry.

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(B) Civil Court
(C) High Court
(D) Military Court

113. An employer running a factory with 120 workmen wishes to close it down permanently due to recurring losses. According to Chapter VB of the Industrial Disputes Act, 1947, what is the mandatory notice period to be given to the appropriate government?
(A) 30 days
(B) 60 days
(C) 90 days
(D) 120 days

114. The term 'continuous service' for the purpose of lay-off and retrenchment includes service that may have been interrupted by:
(A) Sickness or authorised leave.
(B) A legal strike.
(C) A lock-out.
(D) All of the above.

115. Arrange the following bodies under the Industrial Disputes Act, 1947, in the typical order a dispute might be processed:
1. Reference to Labour Court for adjudication.
2. Conciliation proceedings.
3. Formation of a Works Committee for bipartite discussion.
4. Publication of the award.
(A) 3, 2, 1, 4
(B) 2, 3, 1, 4
(C) 1, 2, 3, 4
(D) 3, 1, 2, 4

116. Which of the following is NOT a primary objective of the Industrial Disputes Act, 1947?
(A) To promote collective bargaining.
(B) To ensure social justice and economic welfare of workmen.
(C) To provide a machinery for settlement of disputes.
(D) To guarantee maximum profits for the employers.

117. An employer refusing to allow striking workmen to enter the workplace is an act of:
(A) Lay-off
(B) Lockout
(C) Retrenchment
(D) Gherao

118. The responsibility for the enforcement of the Industrial Employment (Standing Orders) Act, 1946, in the central sphere lies with:
(A) The State Labour Departments.
(B) The respective company's Board of Directors.
(C) The Chief Labour Commissioner (Central) organization.
(D) The District Collector.

119. A 'pen-down' strike is a variation of which form of industrial action?
(A) Go-slow
(B) Gherao
(C) Boycott
(D) Stay-in or sit-down strike

120. Consider the following acts:
1. To change seniority rating of workmen wantonly.
2. To refuse to bargain collectively with an un-recognized union.
3. To discharge a workman for filing a legal complaint against the employer.
4. To fail to implement a settlement or award.
Which of these constitutes an Unfair Labour Practice by the employer under the Industrial Disputes Act, 1947?
(A) 1, 2 and 3
(B) 1, 3 and 4
(C) 2, 3 and 4
(D) All of the above

121. The legal validity of certified standing orders can be challenged in a court of law on the grounds that they are:
(A) Unfair or unreasonable.
(B) Not in conformity with the provisions of the Act.
(C) Both (A) and (B).
(D) Only if they cause financial loss to the employer.

122. If workmen go on strike without giving the required notice in a public utility service, the strike is:
(A) Legal
(B) Illegal
(C) Justified

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68. Consider the following actions taken by an employer:
1. To discharge or dismiss a workman for participating in an illegal strike.
2. To recruit new workmen during a legal strike.
3. To refuse to bargain collectively with a recognized union.
4. To establish a company-sponsored trade union.

Which of these are listed as Unfair Labour Practices on the part of the employer in the Fifth Schedule of the Industrial Disputes Act, 1947?
(A) 1 and 2 only
(B) 3 and 4 only
(C) 1, 3 and 4 only
(D) All 1, 2, 3 and 4

69. The 'appropriate Government' can prohibit the continuance of a strike or lock-out if a dispute has been referred to:
(A) The High Court
(B) The Police Department
(C) A Board, Labour Court, Tribunal or National Tribunal
(D) A Non-Governmental Organization

70. Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R). Select the correct answer from the options given below.
Assertion (A) : Voluntary arbitration is encouraged as a method of settling industrial disputes under the Industrial Disputes Act, 1947.
Reason (R) : Arbitration provides a faster, more flexible, and less formal alternative to adjudication, where the parties choose their own judge.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

71. A temporary worker who has been employed for a specific project that is now complete is terminated. This action is:
(A) considered an illegal retrenchment.
(B) a lay-off requiring compensation.
(C) a form of lockout.
(D) not 'retrenchment' as it is a non-renewal of a fixed-term contract.

72. What is the penalty for an employer who fails to submit draft standing orders as required by the Industrial Employment (Standing Orders) Act, 1946?
(A) A fine which may extend to five thousand rupees
(B) Imprisonment up to six months
(C) Permanent closure of the establishment
(D) No penalty is prescribed, only a warning is issued

73. The primary function of the Chief Labour Commissioner (Central) and their organization is:
(A) Drafting all labour legislation for the Parliament.
(B) Adjudication of disputes in central public sector undertakings.
(C) Prevention and settlement of industrial disputes and enforcement of labour laws in the central sphere.
(D) Registration of all trade unions in India.

74. A settlement arrived at in the course of conciliation proceedings is binding on:
(A) All parties to the industrial dispute, including all present and future workmen in the establishment.
(B) Only the members of the union that signed the settlement.
(C) Only the parties to the dispute.
(D) Only the employer and the specific workmen named in the dispute.

75. Match List I with List II regarding authorities and their nature of roles:
List I: (Authority)
P. Works Committee
Q. Conciliation Officer
R. Labour Court
S. Court of Inquiry
List II: (Nature of Role)
1. Fact-finding
2. Adjudicatory
3. Consultative/Bipartite
4. Mediatory/Facilitative

Which of the following is the correct matching?

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132. The concept of 'protected workman' is relevant during the pendency of a dispute. Who is a 'protected workman'?
(A) Any workman who has completed more than 10 years of service.
(B) Any workman engaged in a hazardous process.
(C) A workman who is a person with a disability.
(D) An office-bearer of a registered trade union connected with the establishment.

133. One of the main criticisms of the adjudication process for settling industrial disputes is that it is:
(A) Often lengthy, expensive, and encourages litigation.
(B) Too fast and does not allow for proper hearing.
(C) Too informal and lacks legal sanctity.
(D) Always biased in favour of the employer.

134. Which of the following trends is NOT characteristic of modern industrial disputes?
(A) Increase in white-collar unionism and disputes.
(B) Decrease in the average duration of strikes.
(C) Increase in large-scale, industry-wide strikes across the country.
(D) Disputes are increasingly localized at the enterprise level.

135. Match List I with List II regarding provisions in the Industrial Disputes Act, 1947:
List I: (Provision)
P. Section 2(j)
Q. Section 2A
R. Section 10
S. Section 33C(2)
List II: (Description)
1. Deems individual dismissal as an industrial dispute.
2. Power of Labour Court to execute a monetary claim under an award.
3. Definition of 'Industry'.
4. Power of Government to make a reference.
Which of the following is the correct matching?
(A) P-1, Q-3, R-2, S-4
(B) P-3, Q-1, R-4, S-2
(C) P-3, Q-2, R-4, S-1
(D) P-2, Q-1, R-4, S-3

136. The presiding officer of a Labour Court must be a person who has been:
(A) A judge of a High Court.
(B) A district judge or an additional district judge for not less than 3 years.
(C) A Labour Commissioner for at least 5 years.
(D) A senior advocate with 10 years of practice.

137. Which of the following is a key function of the state-level Labour Commissioner's office?
(A) Acting as the appellate authority under the Industrial Employment (Standing Orders) Act, 1946.
(B) Enforcing labour laws within the state's jurisdiction.
(C) Acting as the Certifying Officer for standing orders.
(D) All of the above.

138. Consider the following factors that can cause industrial disputes:
1. Demand for better wages.
2. Inter-union rivalry.
3. Introduction of new technology.
4. Victimisation of a trade union leader.
5. Layoff and retrenchment.
Which of these can be classified as economic factors?
(A) 1 and 5 only
(B) 1, 3 and 5
(C) 2 and 4 only
(D) All of the above

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139. A strike that is commenced without fulfilling the statutory conditions is called:
(A) An unfair strike
(B) An unofficial strike
(C) An unconstitutional strike
(D) An illegal strike

140. The 'Code of Discipline' in industry is a:
(A) Statutory code with legal penalties for violation.
(B) A voluntary code based on moral sanctions, agreed upon by central organizations of employers and workers.
(C) A set of rules framed by the Supreme Court.
(D) Part of the Industrial Disputes Act, 1947.

141. The power of a Labour Court or Tribunal to give appropriate relief in case of discharge or

Government prohibiting it.
Statement II : Participation in an illegal strike is a ground for disciplinary action, but not for all participants automatically.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

103. If the appropriate Government does not refer an industrial dispute for adjudication, it must:
(A) pay compensation to the aggrieved workmen.
(B) record and communicate the reasons for not doing so to the parties concerned.
(C) impose a heavy fine on the employer.
(D) declare the dispute as null and void.

104. The primary factor distinguishing a 'lay-off' from a 'lockout' is the:
(A) duration of work stoppage.
(B) number of workmen affected.
(C) industry in which it occurs.
(D) intention and reason behind the employer's action.

105. Under the Model Standing Orders, 'misconduct' is typically classified into:
(A) Minor and major misconduct.
(B) Civil and criminal misconduct.
(C) Economic and non-economic misconduct.
(D) Individual and collective misconduct.

106. Which body is responsible for coordinating the activities of various ministries and departments of the Central Government in the field of labour?
(A) The Supreme Court of India
(B) The Ministry of Labour and Employment
(C) The Planning Commission (NITI Aayog)
(D) The Confederation of Indian Industry (CII)

107. The 'last come, first go' principle is associated with which of the following?
(A) Promotion of workmen
(B) Disciplinary action
(C) Payment of bonus
(D) Retrenchment of workmen

108. An industrial dispute can be raised by:
(A) All of the above.
(B) A single workman over their individual dismissal.
(C) The employer against another employer.
(D) A trade union on behalf of its members.

109. Which of the following is an example of an 'Unfair Labour Practice' on the part of workmen or their trade unions under the Fifth Schedule of the Industrial Disputes Act, 1947?
(A) Going on a legal and peaceful strike.
(B) Submitting a charter of demands to the management.
(C) Indulging in acts of force or violence to compel the employer to accept demands.
(D) Publishing pamphlets criticizing the management's policies.

110. Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R). Select the correct answer from the options given below.
Assertion (A) : The Industrial Disputes Act, 1947, does not grant a fundamental right to strike.
Reason (R) : The Act imposes several restrictions and conditions on the right to strike, making it a limited statutory right, not an absolute one.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

111. What is the composition of a Board of Conciliation under the Industrial Disputes Act, 1947?
(A) A single Conciliation Officer.
(B) A Presiding Officer and two assessors.
(C) Five representatives each from employer and employee sides.
(D) A chairman and two or four other members.

112. The Certifying Officer under the Industrial Employment (Standing Orders) Act, 1946, has the powers of a:
(A) Criminal Court

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(C) A is true but R is false.
(D) A is false but R is true.

151. Which of the following is the most accurate statement regarding strikes and lockouts?
(A) Every strike is illegal, but lockouts can be legal.
(B) The rights to strike and lockout are absolute.
(C) They are two sides of the same coin, one being a weapon for workers and the other for employers.
(D) Lockouts are always declared in response to an illegal strike.

152. The function of an 'assessor' who may be appointed to advise a Labour Court or Tribunal is:
(A) To represent the workmen in the proceedings.
(B) To provide technical or special knowledge on the matter.
(C) To act as a judge in the absence of the Presiding Officer.
(D) To enforce the award of the Tribunal.

153. What is the key difference between conciliation and arbitration?
(A) Conciliation is voluntary while arbitration is compulsory.
(B) A conciliator's role is to persuade, while an arbitrator's role is to adjudicate.
(C) A conciliator gives a binding decision, while an arbitrator only recommends.
(D) Conciliation is done by a government officer, while arbitration is done by a private person.

154. The Industrial Employment (Standing Orders) Act, 1946, provides that the text of the certified standing orders should be made available to the workmen:
(A) Free of cost.
(B) Only for inspection during office hours.
(C) At a reasonable price.
(D) Only to the recognized trade union.

155. Which of the following actions requires a notice of change under Section 9A of the Industrial Disputes Act, 1947?
(A) Granting an annual increment to a workman.
(B) Appointing a new manager.
(C) Declaring a public holiday.
(D) Rationalization, standardization or improvement of plant or technique.

156. A strike or a lockout is prohibited during the period:
(A) All of the above.
(B) A settlement is in operation, in respect of matters covered by the settlement.
(C) Conciliation proceedings are pending before a board.
(D) Adjudication proceedings are pending before a tribunal.

157. Which government body is primarily concerned with the collection, compilation, and dissemination of labour statistics, including those on industrial disputes?
(A) The Chief Labour Commissioner (Central)
(B) The Labour Bureau, Shimla
(C) The Ministry of Statistics and Programme Implementation
(D) The National Sample Survey Organisation

158. Consider the following statements about the Industrial Disputes Act, 1947:
1. It applies to the whole of India.
2. It aims to prevent and settle industrial disputes.
3. It defines the term 'workman' and 'employer'.
4. It provides for a permanent, three-tier adjudication system.

Which of the above statement(s) is/are correct?
(A) 1 and 2 only
(B) 1, 2 and 3 only
(C) 2, 3 and 4 only
(D) All 1, 2, 3 and 4

159. "A refusal by an employer to continue to employ any number of persons employed by him" is a part of the definition of:
(A) Strike
(B) Retrenchment
(C) Closure
(D) Lockout

160. Who acts as the 'Appellate Authority' for the purpose of the Industrial Employment (Standing Orders) Act, 1946?

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4. Retrenchment of workmen
5. Unsafe working conditions

Which of the above can be broadly categorized as causes of industrial disputes?
(A) 1 and 2 only
(B) 1, 2 and 4 only
(C) 3 and 5 only
(D) All 1, 2, 3, 4 and 5

236. The penalty for illegal strikes and lockouts under the Industrial Disputes Act, 1947 can include:
(A) Only a warning from the Labour Department.
(B) Compulsory community service.
(C) Permanent blacklisting of the company or the union.
(D) Imprisonment and/or fine.

237. The 'Grievance Settlement Authority' to be set up in every industrial establishment with 50 or more workmen is a:
(A) Bipartite body
(B) Tripartite body
(C) Government appointed body
(D) Body elected by all citizens of the area

238. If the presiding officer of a Labour Court or Tribunal ceases to be available, the proceedings:
(A) Automatically become null and void.
(B) May be continued by their successor.
(C) Must be started afresh from the beginning.
(D) Are transferred to the High Court.

239. The most fundamental aspect of a 'lockout' is the:
(A) Cessation of work by employees.
(B) Physical blocking of the factory gate by management.
(C) Refusal by the employer to furnish employment.
(D) Permanent closure of the business.

240. The Central Board for Workers Education, Labour Bureau, and the Chief Labour Commissioner's office are key institutions that are part of the:
(A) State Labour Administration.
(B) International Labour Organization.
(C) Judiciary.
(D) Central Labour Administration under the Ministry of Labour and Employment.

241. What is the minimum notice period for a strike or lockout in a public utility service under the Industrial Disputes Act, 1947?
(A) The strike or lockout cannot be within 14 days of giving notice.
(B) The strike or lockout cannot be without giving 30 days notice.
(C) The strike or lockout cannot be without giving 45 days notice.
(D) There is no specific notice period for public utility services.

242. Consider the following statements:
Statement I : The Industrial Disputes Act, 1947 provides for both voluntary and compulsory adjudication.
Statement II : The government's reference of a dispute to a tribunal is an example of compulsory adjudication.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

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243. The Appellate Authority under the Industrial Employment (Standing Orders) Act, 1946, has the power to:
(A) Only confirm the order of the Certifying Officer.
(B) Confirm, amend, or set aside the order of the Certifying Officer.
(C) Only set aside the order of the Certifying Officer.
(D) Only suggest changes to the order.

244. The 'Code of Discipline in Industry' (1958) was a major initiative based on the principle of:
(A) Compulsory adjudication.
(B) Government dictate.
(C) Mutual consent and voluntary agreement.
(D) Judicial intervention.

245. Match List I with List II regarding types of disputes and their examples:
List I: (Type of Dispute)
P. Interest Dispute

(D) P-4, Q-1, R-2, S-3

169. The Industrial Employment (Standing Orders) Act, 1946 provides for classification of workmen. Which of the following is NOT a standard classification?
(A) Permanent
(B) Badli or substitute
(C) Probationer
(D) Shareholder-employee

170. Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R). Select the correct answer from the options given below.
Assertion (A) : A settlement arrived at during conciliation proceedings has a wider reach than a bipartite settlement reached outside conciliation.
Reason (R) : A conciliation settlement is binding on all workmen in the establishment, including future entrants, whereas a bipartite settlement is only binding on the parties to the agreement.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

171. A 'jurisdictional strike' occurs when:
(A) a union strikes to protest a court's jurisdiction over a labor matter.
(B) a union strikes against an employer in a different jurisdiction.
(C) two or more unions fight over which union's members should perform a particular job.
(D) workers strike because their employer moves the business to a different legal jurisdiction.

172. The failure report of a Conciliation Officer is submitted to:
(A) The High Court.
(B) The employer and the trade union.
(C) The Labour Court directly.
(D) The appropriate Government.

173. The primary contribution of State Labour Departments to industrial peace is through:
(A) Providing conciliation and mediation services for disputes in the state sphere.
(B) Drafting legislation for the central government.
(C) Funding trade union activities.
(D) Setting minimum wages for all industries in India.

174. Which of the following correctly describes the nature of a Works Committee?
(A) It is a voluntary, tripartite, and adjudicatory body.
(B) It is a statutory, bipartite, and consultative body.
(C) It is a statutory, tripartite, and negotiating body.
(D) It is a voluntary, bipartite, and decision-making body.

175. Consider the following statements related to the Industrial Employment (Standing Orders) Act, 1946:
1. It applies to every industrial establishment employing 100 or more workmen.
2. The employer must submit draft standing orders within 6 months of the Act's applicability.
3. The Act does not apply to employees in a managerial or administrative capacity.
4. The certified standing orders supersede the terms of any individual employment contract to the extent of any inconsistency.

Which of the above statement(s) is/are correct?
(A) 1 and 2 only
(B) 1, 2 and 4 only
(C) 3 and 4 only
(D) All 1, 2, 3, and 4

176. What is the time period for which an award of a Labour Court or Tribunal remains in operation?
(A) Six months from the date of the award.
(B) One year from the date on which the award becomes enforceable.
(C) As specified in the award, but not exceeding three years.
(D) It remains in operation permanently until a new award is given.

177. A 'hunger strike', if it involves a concerted cessation of work, is a form of:
(A) Lockout

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(B) Gherao
(C) Lay-off
(D) Strike

178. Which of the following is NOT a function of the conciliation officer?
(A) To make a binding award on the parties.
(B) To induce parties to come to a fair and amicable settlement.
(C) To investigate the dispute.
(D) To submit a report to the government if no settlement is reached.

179. The Industrial Disputes Act, 1947, was amended in 1982 to introduce a list of 'Unfair Labour Practices'. This list is contained in:
(A) The Second Schedule
(B) The Third Schedule
(C) The Fifth Schedule
(D) The Fourth Schedule

180. The payment of subsistence allowance to a workman under suspension is governed by:
(A) The Minimum Wages Act, 1948.
(B) The Payment of Wages Act, 1936.
(C) The Factories Act, 1948.
(D) The Industrial Employment (Standing Orders) Act, 1946.

181. A lockout is considered a weapon for:
(A) The Government
(B) The employer
(C) The workmen
(D) The trade union

182. Consider the following statements:
Statement I : The Industrial Disputes Act, 1947 is the principal legislation in India dealing with industrial disputes.
Statement II : It provides a comprehensive framework for both prevention and settlement of disputes.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

183. Who among the following would be considered a 'workman' under the Industrial Disputes Act, 1947, assuming wage limits are met?
(A) The Chief Executive Officer of the company.
(B) A person employed mainly in a managerial capacity.
(C) A person employed in the naval, military, or air service of the Union.
(D) A skilled manual operator working on a machine.

184. The main purpose of declaring certain industries as 'public utility services' under the Industrial Disputes Act, 1947 is to:
(A) Impose stricter conditions on strikes and lockouts to prevent disruption to the community.
(B) Provide them with government subsidies.
(C) Exempt them from labour laws.
(D) Nationalize them under government control.

185. Consider the following provisions of the Industrial Disputes Act, 1947:
1. Chapter VA: Lay-off and Retrenchment
2. Chapter VB: Special Provisions Relating to Lay-off, Retrenchment and Closure
3. Section 2A: Deeming dismissal of an individual workman to be an industrial dispute
4. Section 9C: Setting up of Grievance Settlement Authorities
5. Section 11A: Powers of Labour Courts to give appropriate relief in case of dismissal

Which of these were introduced through amendments to the original 1947 Act?
(A) 1 and 2 only
(B) 3, 4 and 5 only
(C) 1, 2, 3 and 4 only
(D) All 1, 2, 3, 4 and 5

186. The concept of 'social justice' is a key guiding principle behind the interpretation of which legislation?
(A) The Companies Act, 2013
(B) The Industrial Disputes Act, 1947
(C) The Indian Contract Act, 1872
(D) The Sale of Goods Act, 1930

187. What happens if the parties to a dispute which has been referred to a Labour Court apply to

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the government that they have arrived at a settlement?
(A) The government will ignore the settlement and let the adjudication proceed.
(B) The Labour Court will punish the parties for wasting its time.
(C) The settlement is automatically invalid.
(D) The government can make an order in terms of the settlement.

188. Which of the following is NOT a function of the State Labour Administrative machinery?
(A) Enforcement of labour laws in the state sphere.
(B) Providing conciliation services.
(C) Registration of trade unions.
(D) Adjudication of disputes in Railways.

189. A strike is deemed to be illegal if it is declared in breach of a:
(A) Verbal promise made by a union leader.
(B) Bipartite settlement or an award.
(C) Company's internal policy document.
(D) Moral code of conduct.

190. Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R). Select the correct answer from the options given below.
Assertion (A) : The Industrial Employment (Standing Orders) Act, 1946 is also known as the "Anatomy of the Contract of Employment".
Reason (R) : It provides detailed skeletal conditions of service, which become part of the employment contract once certified.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

191. A key feature that distinguishes 'closure' from 'lockout' is its:
(A) Legality
(B) Duration
(C) Cause
(D) Element of finality and permanency

192. Which of the following is NOT listed as a matter within the jurisdiction of Labour Courts in the Second Schedule of the Industrial Disputes Act, 1947?
(A) The legality of a strike or lockout.
(B) Bonus, profit sharing, provident fund and gratuity.
(C) All matters specified in the Third Schedule.
(D) Discharge or dismissal of workmen.

193. The state can play a role in industrial relations as a:
(A) Legislator (enacting laws)
(B) Mediator/Conciliator (settling disputes)
(C) Employer (in public sector undertakings)
(D) All of the above

194. The principle of "first come, last go" can be departed from by the employer during retrenchment provided that:
(A) The employer obtains permission from the government.
(B) The employer records and communicates the reasons for doing so.
(C) The employer pays double the compensation.
(D) The trade union agrees to it in writing.

195. Match List I with List II regarding forms of industrial action and their key features:
List I: (Form of Industrial Action)
P. Strike
Q. Lockout
R. Lay-off
S. Gherao
List II: (Key Feature)
1. Action by employer due to inability to provide work
2. Concerted cessation of work by employees
3. Physical encirclement of management
4. Refusal by employer to provide work as a coercive weapon
Which of the following is the correct matching?
(A) P-2, Q-4, R-1, S-3
(B) P-1, Q-2, R-3, S-4
(C) P-2, Q-3, R-4, S-1
(D) P-4, Q-1, R-2, S-3

196. The purpose of a Court of Inquiry under the Industrial Disputes Act, 1947 is:
(A) To give a final and binding award.
(B) To investigate and report on matters connected with a dispute.
(C) To mediate between the parties.

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216. The Industrial Disputes Act, 1947 defines 'lay-off' as the failure, refusal or inability of an employer on account of:
(A) Shortage of coal, power or raw materials.
(B) An intention to punish the workmen.
(C) A pending disciplinary action against workmen.
(D) A desire to break the strength of the trade union.

217. Match List I with List II regarding legal items and their relevant Acts:
List I: (Item)
P. Model Standing Orders
Q. Unfair Labour Practices
R. Public Utility Service
S. Works Committee
List II: (Relevant Act)
1. Industrial Disputes Act, 1947
2. Industrial Employment (Standing Orders) Act, 1946
3. Industrial Disputes Act, 1947
4. Industrial Disputes Act, 1947
Which of the following is the correct matching?
(A) P-2, Q-1, R-3, S-4
(B) P-2, Q-1, R-4, S-3
(C) P-2, Q-1, R-1, S-1
(D) P-1, Q-2, R-3, S-4

218. An employer alters a condition of service for the worse without giving notice under Section 9A of the Industrial Disputes Act, 1947. This action is:
(A) Legal if approved by the manager.
(B) Legal if it affects less than 10 workmen.
(C) A criminal offence punishable with imprisonment.
(D) Illegal and void.

219. The concept of 'Go-Slow' is considered a serious misconduct because:
(A) It is a concealed and deliberate action causing loss without the worker being absent.
(B) It is a form of strike.
(C) It shows the workers are lazy.
(D) It is explicitly banned by the Indian Constitution.

220. Consider the following statements regarding 'lay-off':
1. It is initiated by the employer.
2. It is a temporary measure.
3. The employer-employee relationship is suspended, not terminated.
4. Workmen are entitled to compensation for the lay-off period.
Which of the above statements are correct?
(A) 1 and 2 only
(B) 1, 2 and 3 only
(C) 2, 3 and 4 only
(D) All 1, 2, 3 and 4

221. The main difference between Chapter VA and Chapter VB of the Industrial Disputes Act, 1947 is that:
(A) Chapter VA applies to all establishments, while Chapter VB applies only to factories.
(B) Chapter VB imposes more stringent conditions, including prior government permission, for larger establishments.
(C) Chapter VA deals with strikes and Chapter VB deals with lockouts.
(D) Chapter VB is applicable only to public sector undertakings.

222. Which of the following is NOT a primary role of the State Labour Department?
(A) Enforcing factory safety norms.
(B) Conciliating in industrial disputes.
(C) Registering trade unions.
(D) Setting the repo rate for banks.

223. A settlement signed between the employer and a recognized trade union outside of conciliation proceedings is binding on:
(A) All workmen of the establishment.
(B) Only the members of that specific trade union.
(C) Only the office bearers of the trade union.
(D) No one, as it is not a legal document.

224. The fundamental purpose of the Industrial Employment (Standing Orders) Act, 1946 is to:
(A) Increase wages.
(B) Promote unionization.
(C) Codify and formalize conditions of employment.
(D) Prevent industrial accidents.

225. A 'wildcat' strike refers to a strike that is:
(A) Particularly violent and destructive.
(B) Called suddenly in a public utility service.

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207. Which of the following is NOT a form of industrial dispute?
(A) Strike
(B) Picketing
(C) Collective Bargaining
(D) Lockout

208. Consider the following statements regarding arbitration:
1. The Industrial Disputes Act, 1947 provides for voluntary reference of disputes to arbitration.
2. The arbitrator is appointed by the government.
3. The arbitration award is binding on the parties.
4. The arbitration award must be published in the Official Gazette.

Which of the above statements are correct?
(A) 1 and 3 only
(B) 1, 3 and 4 only
(C) 2 and 4 only
(D) All 1, 2, 3, and 4

209. The "appropriate government" for an industrial dispute concerning an oilfield is:
(A) The Central Government.
(B) The State Government where the oilfield is located.
(C) The Ministry of Petroleum and Natural Gas.
(D) The District Collector.

210. Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R). Select the correct answer from the options given below.
Assertion (A) : The objective of the Industrial Employment (Standing Orders) Act, 1946 is to ensure that workmen are aware of the conditions of their employment.
Reason (R) : The Act mandates the prominent display of certified standing orders in English and a language understood by the majority of workmen.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

211. Which body, under the Industrial Disputes Act, 1947, consists of an equal number of representatives of employers and workmen?
(A) Labour Court
(B) Industrial Tribunal
(C) Works Committee
(D) Court of Inquiry

212. The term "wages" under the Industrial Disputes Act, 1947, includes:
(A) Any bonus which does not form part of the remuneration.
(B) The value of any house accommodation.
(C) Any gratuity payable on the termination of service.
(D) All remuneration capable of being expressed in terms of money, if the terms of employment were fulfilled.

213. What is the key objective of providing for preventive machinery for industrial disputes?
(A) To punish workers who go on strike.
(B) To create a harmonious atmosphere and promote bipartite resolution of differences.
(C) To give more power to the government to intervene in industrial matters.
(D) To ensure that all disputes are settled only through courts.

214. If a strike is illegal, the employer is:
(A) Obliged to pay wages for the strike period.
(B) Obliged to pay 50% of the wages for the strike period.
(C) Not obliged to pay wages for the strike period.
(D) Required to get a court order to deny wages.

215. Arrange the following steps of a conciliation proceeding in the correct order:
1. Investigation of the dispute by the conciliation officer.
2. Submission of a report to the appropriate government.
3. Inducing parties to arrive at a fair settlement.
4. Commencement of proceeding upon reference or apprehension of a dispute.

(A) 4, 1, 3, 2
(B) 1, 4, 3, 2
(C) 4, 3, 1, 2
(D) 3, 1, 4, 2

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(A) The High Court
(B) An authority appointed by the appropriate Government by notification in the Official Gazette.
(C) The Labour Commissioner
(D) The Certifying Officer themselves.

161. A company with 250 workmen decides to introduce a new shift system, changing from a two-shift to a three-shift system. This action:
(A) Can be done at the sole discretion of the management.
(B) Must be approved by the Chief Inspector of Factories.
(C) Requires a notice of change under Section 9A of the Industrial Disputes Act, 1947.
(D) Is considered an unfair labour practice.

162. Consider the following statements:
Statement I : The Central Government can refer any industrial dispute to a National Tribunal.
Statement II : The award of a National Tribunal is final and cannot be challenged in any court.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

163. The primary role of the Chief Labour Commissioner (Central) in a strike situation in a central sphere undertaking is to:
(A) Declare the strike illegal and order arrests.
(B) Intervene and try to bring about a settlement through conciliation.
(C) Adjudicate the dispute and give a binding award.
(D) Remain neutral and not intervene.

164. 'Picketing' as a form of industrial action is illegal if it is:
(A) Done peacefully.
(B) Done by a small group of workmen.
(C) Done to inform the public about the dispute.
(D) Violent and obstructs free movement of people.

165. Arrange the following events in the context of an industrial dispute in their most likely chronological sequence:
1. Reference of dispute to an Industrial Tribunal.
2. Failure of conciliation report submitted.
3. Strike notice given by the trade union.
4. Bipartite negotiations fail.
(A) 4, 3, 2, 1
(B) 3, 4, 1, 2
(C) 4, 2, 3, 1
(D) 2, 4, 3, 1

166. Under which condition is lay-off compensation NOT payable to a workman?
(A) If the workman refuses to accept alternative employment in another establishment belonging to the same employer in the same town.
(B) If the lay-off is due to shortage of power.
(C) If the lay-off is for more than 45 days.
(D) If the employer's business is seasonal.

167. Which of the following is NOT a statutory measure for prevention and settlement of industrial disputes in India?
(A) The Industrial Disputes Act, 1947
(B) The Industrial Employment (Standing Orders) Act, 1946
(C) The Code of Discipline in Industry
(D) The Trade Unions Act, 1926

168. Match List I with List II regarding industrial terms and their characteristics:
List I: (Term)
P. Lay-off
Q. Retrenchment
R. Closure
S. Lockout
List II: (Characteristic)
1. Closing down the place of business permanently.
2. Termination of surplus labour.
3. Temporary inability of employer to provide employment.
4. Temporary work stoppage used as a weapon by employer.
Which of the following is the correct matching?
(A) P-3, Q-2, R-1, S-4
(B) P-3, Q-2, R-4, S-1
(C) P-2, Q-3, R-4, S-1

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(C) Aimed at harming wildlife near an industrial area.
(D) Undertaken by workers without the consent or authorization of their union leaders.

226. Consider the following statements:
Statement I : Any individual dispute arising from dismissal or discharge is deemed to be an industrial dispute.
Statement II : This provision (Section 2A) allows a single workman to raise a dispute without the support of a union or a number of workmen.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

227. A lockout declared in consequence of an illegal strike is:
(A) Also illegal.
(B) Not deemed to be illegal.
(C) Punishable with imprisonment.
(D) Legal only if it lasts for less than 24 hours.

228. Which of the following is an example of a non-economic factor causing industrial disputes?
(A) Demand for higher bonus
(B) Issues of workers' participation in management
(C) Demand for wage revision
(D) Claim for higher dearness allowance

229. An award of a Labour Court becomes unenforceable if:
(A) The trade union disagrees with it.
(B) The employer files an appeal in the High Court.
(C) It is not published in a national newspaper.
(D) The appropriate government is of the opinion that it is against the national economy or social justice and notifies the same.

230. Given below are two statements, one is labelled as Assertion (A) and the other is labelled as Reason (R). Select the correct answer from the options given below.
Assertion (A) : Industrial harmony is a pre-requisite for economic development and social progress.
Reason (R) : Industrial disputes leading to strikes and lockouts result in a loss of production, wages, and profits, affecting the wider economy.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

231. The definition of 'strike' under the Industrial Disputes Act, 1947, includes "cessation of work by a body of persons...acting in...":
(A) a fit of anger.
(B) combination.
(C) ignorance.
(D) isolation.

232. An employer can be prosecuted for committing an unfair labour practice by:
(A) Any citizen of India.
(B) The police, on their own initiative.
(C) The recognized trade union or the workman, with the prior approval of the Labour Court.
(D) The employer's association.

233. The 'appropriate government' for a dispute in a mine is:
(A) The State Government.
(B) The Ministry of Mines.
(C) The District Magistrate.
(D) The Central Government.

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234. The Industrial Employment (Standing Orders) Act, 1946, contributes to industrial peace by:
(A) Guaranteeing lifetime employment.
(B) Eliminating ambiguity in service conditions, thus reducing a source of friction.
(C) Banning the formation of trade unions.
(D) Making strikes and lockouts illegal.

235. Consider the following items that may cause an industrial dispute:
1. Wages and allowances
2. Bonus and profit sharing
3. Work hours and leave

(D) To prosecute those who participate in an illegal strike.

197. The Industrial Disputes (Amendment) Act, 1976 introduced Chapter VB, making prior permission for lay-off, retrenchment and closure mandatory for establishments employing:
(A) 50 or more workmen
(B) 100 or more workmen
(C) 300 or more workmen (as originally enacted)
(D) 500 or more workmen

198. The constitution of a Works Committee is mandatory in an industrial establishment where:
(A) 50 or more workmen are employed.
(B) A trade union demands it.
(C) There has been a strike in the preceding year.
(D) 100 or more workmen are employed.

199. A 'Badli' workman as defined under model standing orders is one who is:
(A) Employed in the post of a permanent workman who is temporarily absent.
(B) A trainee for a specific period.
(C) Employed for work which is of a casual nature.
(D) A part-time employee.

200. What is the most appropriate description of a 'strike' under labour law?
(A) An individual's refusal to work.
(B) A tool for collective bargaining by employees.
(C) A criminal act of disrupting production.
(D) A protest against government policies.

201. Which of the following falls under the purview of the Central Labour Administration?
(A) A dispute in a textile mill in Coimbatore.
(B) A dispute in a software company in Bangalore.
(C) A dispute in the Life Insurance Corporation of India.
(D) A dispute in a sugar factory in Uttar Pradesh.

202. Consider the following statements regarding the Industrial Employment (Standing Orders) Act, 1946:
Statement I : The Act seeks to standardize the conditions of employment for all employees in an establishment, including top management.
Statement II : The Certifying Officer can adjudicate upon the fairness or reasonableness of the provisions of any standing orders.
Which of the above statement(s) is/are correct?
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

203. A dispute arises between a company and its workmen regarding the quantum of annual bonus payable. This is a classic example of an:
(A) Rights dispute
(B) Individual dispute
(C) Jurisdictional dispute
(D) Interest dispute

204. The process of jointly and amicably settling disputes between labour and management is known as:
(A) Adjudication
(B) Collective Bargaining
(C) Litigation
(D) Arbitration

205. Identify the incorrect statement regarding the settlement of industrial disputes.
(A) Conciliation is a process of persuasion and assistance towards a settlement.
(B) Adjudication is a compulsory process where a third party gives a binding decision.
(C) Arbitration is a process where the parties themselves choose the person to decide their dispute.
(D) A Court of Inquiry is empowered to give a binding award to settle the dispute.

206. A lockout declared in a non-public utility service is illegal if:
(A) It is declared without giving 14 days' notice.
(B) It is declared during the pendency of conciliation proceedings.
(C) The employer did not consult the government.
(D) The profit of the company is high.

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Q. Rights Dispute
R. Individual Dispute
S. Jurisdictional Dispute

List II: (Example)

1. Wrongful dismissal of a single workman.
2. Fight between two unions over who will represent the workers in negotiations.
3. Demand for a 20% wage increase during the negotiation of a new contract.
4. Disagreement over the interpretation of a leave policy clause in the certified standing orders.

Which of the following is the correct matching?

(A) P-3, Q-4, R-1, S-2
(B) P-1, Q-2, R-3, S-4
(C) P-3, Q-1, R-4, S-2
(D) P-4, Q-3, R-2, S-1

246. The time limit for publication of an award by the appropriate government, from the date of its receipt, is:

(A) 15 days
(B) 45 days
(C) 60 days
(D) 30 days

247. Which of the following is a non-statutory measure for promoting industrial harmony?

(A) Code of Discipline
(B) Works Committee
(C) Conciliation Machinery
(D) Adjudication by Industrial Tribunal

248. The primary difference between a strike and a lockout is:

(A) A strike is always legal, while a lockout is always illegal.
(B) A strike is initiated by employees, while a lockout is initiated by the employer.
(C) A strike involves non-payment of wages, while a lockout involves payment.
(D) A strike is a temporary stoppage, while a lockout is permanent.

249. Which of the following trends has been observed in industrial relations in India in the post-liberalization period?

(A) An increase in the power of centralized, national-level trade unions.
(B) A significant increase in industry-wide strikes.
(C) A shift towards decentralized, enterprise-level collective bargaining.
(D) A decline in the importance of productivity in wage negotiations.

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250. An employer provides a car to a senior manager. He later withdraws this facility. The manager objects. Is this an 'industrial dispute' under the Industrial Disputes Act, 1947?

(A) No, because a senior manager is likely not a 'workman' under the Act.
(B) Yes, because it concerns a condition of employment.
(C) Yes, because any dispute in an industry is an industrial dispute.
(D) No, because a car is a luxury and not a term of employment.

Direction : Please read the following source carefully.

Industrial disputes represent a state of disagreement or conflict between employers and employees, fundamentally stemming from a divergence in interests within the employment relationship. The factors contributing to these disputes are multifaceted and can be broadly categorized. Economic factors are paramount, frequently revolving around demands for higher wages, bonuses, allowances, and improved working conditions that have direct financial implications. Non-economic factors, while less tangible, are equally significant and include issues of worker recognition, rights of trade unions, victimization of workers, and disputes over managerial prerogatives. Furthermore, psychological factors such as poor communication, personality clashes, and a lack of trust can exacerbate tensions. The forms that these disputes take are varied, ranging from organized and overt actions like strikes, which involve a concerted withdrawal of labour, and lockouts, which are employer-initiated shutdowns, to more subtle, unorganized forms of protest such as go-slow tactics, work-to-rule, and high rates of absenteeism or employee turnover. Understanding the interplay between these causal factors and their expression in various forms is critical for the analysis and management of industrial relations, as it highlights that disputes are not random events but are symptoms of deeper issues within an industrial establishment.

Based on the above source, attempt the following

by employers, which in turn became a fertile ground for disputes. The Act addresses this by mandating that employers in specified industrial establishments formally define and codify the conditions of employment in a document known as 'Standing Orders'. These orders must be certified by a government authority to ensure their fairness and reasonableness. The matters to be provided in the Standing Orders are specified in the Act's schedule and include critical aspects such as classification of workmen (e.g., permanent, temporary, probationer), manner of intimating work periods and holidays, shift working, attendance procedures, conditions for leave, and procedures for termination of employment and disciplinary action for misconduct. By requiring these conditions to be explicitly stated, formally certified, and made known to employees, the Act seeks to introduce uniformity, clarity, and legal sanctity into the employment relationship, thereby serving as a crucial preventive measure against industrial disputes.

Based on the above source, attempt the following five questions.

276. What is the principal objective of The Industrial Employment (Standing Orders) Act, 1946?
(A) To require employers to formally define and codify employment conditions.
(B) To encourage the formation of trade unions.
(C) To provide a mechanism for settling wage disputes.
(D) To regulate the payment of bonuses to employees.

277. According to the paragraph, what problem did the Act of 1946 aim to solve?
(A) The lack of government inspectors in factories.
(B) The prevalence of strikes in public utility services.
(C) The financial insolvency of industrial establishments.
(D) Disputes arising from ambiguity and lack of clarity in service conditions.

278. The document that formally defines the conditions of employment under this Act is known as the:
(A) Collective Bargaining Agreement.
(B) Standing Orders.
(C) Letter of Appointment.
(D) Industrial Dispute Award.

279. What can be inferred about the role of the government under the Standing Orders Act?
(A) The government acts as a passive observer.
(B) The government's role is limited to punishing non-compliant employees.
(C) The government acts as a certifying authority to ensure fairness.
(D) The government directly drafts the Standing Orders for all companies.

280. A dispute arises in a factory regarding the correct procedure for taking disciplinary action against a worker for misconduct. Which document, mandated by the 1946 Act, should be consulted first to resolve this ambiguity?
(A) The company's annual report.
(B) The minutes of the last union meeting.
(C) The Industrial Disputes Act, 1947.
(D) The certified Standing Orders.

Direction : Please read the following source carefully.

The Industrial Disputes Act, 1947, stands as the cornerstone of India's legal framework for labour relations, primarily focused on the investigation and settlement of industrial disputes. Its scope is comprehensive, providing a detailed procedural and institutional architecture to manage industrial conflict. A significant aspect of the Act is its role in providing precise legal definitions for key concepts that are central to industrial jurisprudence, such as 'industrial dispute', 'workman', 'industry', 'strike', and 'lockout'. By defining these terms, the Act sets the boundaries for its own applicability and for the legal interpretation of conflict situations. The legislation embodies a dual focus: on one hand, it establishes a hierarchy of machinery for the peaceful resolution of disputes, encompassing conciliation, arbitration, and compulsory adjudication. On the other hand, it simultaneously seeks to regulate and control the more overt forms of conflict by laying down specific rules and procedures governing strikes and lockouts, particularly in public utility services. The overarching philosophy of the Act is to promote industrial peace and harmony not by suppressing conflict, but by channeling it through a structured, state-sponsored legal framework,

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(C) A government ban on all forms of industrial protest.
(D) The changing structure of the economy towards a larger service sector.

258. The paragraph suggests that disputes in the contemporary era are increasingly centered on what new factor?
(A) The impact of technology and automation on job security.
(B) Traditional wage and bonus demands.
(C) Inter-union rivalry and recognition.
(D) The expansion of managerial prerogatives in all sectors.

259. What can be inferred from the paragraph about the effectiveness of traditional dispute resolution mechanisms?
(A) They are perfectly suited for handling modern, individualized disputes.
(B) They are becoming obsolete and need no modification.
(C) They may need to be adapted to address the nuanced and fragmented nature of contemporary conflicts.
(D) They were never effective in resolving large-scale industrial strikes.

260. A dispute filed by a single employee challenging their termination on grounds of unfairness would be an example of which trend mentioned in the paragraph?
(A) The individualization of conflict.
(B) A large-scale industry-wide strike.
(C) A conflict arising from inter-union rivalry.
(D) A dispute over the distribution of productivity gains.

Direction : Please read the following source carefully.

The management of industrial relations involves a two-pronged strategy focusing on the prevention of disputes and their subsequent settlement. The prevention of industrial disputes is considered the more proactive and desirable approach, aiming to create a harmonious environment where conflicts are less likely to arise. This involves establishing robust internal mechanisms such as fair and transparent human resource policies, effective grievance redressal procedures, and forums for employee participation like Works Committees or Joint Management Councils. The underlying philosophy of prevention is to address irritants at the source before they escalate into full-blown disputes. In contrast, the settlement of industrial disputes is a reactive process that comes into play once a conflict has already emerged. The settlement machinery provides a spectrum of options, beginning with bipartite negotiations between the employer and employees, which is the most informal method. If bipartite talks fail, the process can escalate to involve a third party. This can take the form of conciliation (mediation by a neutral third party), voluntary arbitration (where parties agree to be bound by an arbitrator's decision), or compulsory adjudication (a legal process involving Labour Courts and Tribunals). The goal of settlement is to resolve the existing dispute and restore normalcy, but the ideal remains the creation of conditions where such interventions are not required.

Based on the above source, attempt the following five questions.

261. What is the primary distinction drawn between the prevention and settlement of industrial disputes?
(A) Prevention is managed by the state, while settlement is managed by employers.
(B) Prevention focuses on legal action, while settlement focuses on negotiation.
(C) Prevention applies only to large industries, while settlement applies to all.
(D) Prevention is a proactive strategy, whereas settlement is a reactive one.

262. Which of the following is explicitly mentioned as a mechanism for the prevention of industrial disputes?
(A) Voluntary arbitration.
(B) Grievance redressal procedures.
(C) Compulsory adjudication.
(D) Conciliation by a third party.

263. According to the paragraph, what is the most informal method for the settlement of an industrial dispute?
(A) Adjudication by a Labour Court.
(B) Intervention by a Conciliation Officer.
(C) Bipartite negotiations.
(D) Arbitration by a mutually agreed-upon arbitrator.

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264. What can be inferred as the underlying philosophy of industrial dispute management as described in the paragraph?
(A) Compulsory adjudication is the most effective tool for maintaining industrial peace.
(B) Third-party intervention should be the first step in any conflict.
(C) Bipartite negotiations are generally ineffective and should be avoided.
(D) It is more effective to foster a conflict-free environment than to manage conflicts after they arise.

265. A company and its union failing to agree on a new wage contract decide to appoint a neutral person whose decision they both agree in advance to accept. This process is an example of:
(A) Voluntary arbitration.
(B) A preventive measure.
(C) Bipartite negotiation.
(D) Compulsory adjudication.

Direction : Please read the following source carefully.

The role of the state in managing industrial relations is multifaceted, extending beyond mere legislation to active administration and intervention. The Central and State Labour Administrations constitute the primary governmental machinery responsible for implementing this role. A key function of this administration is regulatory, which involves the enforcement of various labour laws designed to protect workers' rights and set minimum standards for employment conditions. This is carried out by bodies like the office of the Labour Commissioner and a network of inspectors. Another crucial role is conciliatory and mediatory. When disputes arise, the labour administration, through appointed Conciliation Officers, provides a platform for employers and employees to resolve their differences with the assistance of a neutral third party. This intervention is vital for preventing the escalation of conflicts. The administration also performs an adjudicatory role by establishing the necessary judicial infrastructure, such as Labour Courts and Industrial Tribunals, and appointing presiding officers to hear and decide on disputes. Furthermore, the state promotes a policy of tripartism, bringing together representatives of government, employers, and employees on common platforms to discuss policy issues and foster a climate of cooperation. This comprehensive involvement underscores the state's position not as a passive observer but as an active manager of the industrial relations system.
Based on the above source, attempt the following five questions.

266. Which of the following is NOT described as a primary role of the State and Central Labour Administration?
(A) Enforcing labour laws through inspectors.
(B) Directly managing the internal human resources of private companies.
(C) Providing conciliatory services to resolve disputes.
(D) Establishing judicial bodies like Labour Courts.

267. The policy of bringing together government, employer, and employee representatives for discussion is referred to as:
(A) Bipartism.
(B) Tripartism.
(C) Adjudication.
(D) Conciliation.

268. What is the main purpose of the conciliatory and mediatory role of the labour administration?
(A) To help parties in a dispute resolve their differences without escalation.
(B) To punish employers who violate labour laws.
(C) To directly impose a binding settlement on the disputing parties.
(D) To represent the employees' interests exclusively in all negotiations.

269. Based on the paragraph, what can be inferred about the state's approach to industrial relations?
(A) The state prefers a hands-off, laissez-faire approach.
(B) The state's role is limited to passing laws and not their implementation.
(C) The state actively intervenes at multiple levels to maintain industrial peace.
(D) The state only intervenes in disputes involving public sector undertakings.

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270. When a government official is appointed to help a company and its striking workers find a mutually agreeable solution, this official is acting in what capacity described in the paragraph?
(A) Regulatory
(B) Adjudicatory
(C) Managerial
(D) Conciliatory

Direction : Please read the following source carefully.

Within the spectrum of industrial conflict, strikes and lockouts represent the most overt and disruptive manifestations of a breakdown in industrial relations. A strike is defined as a concerted cessation of work by a body of persons employed in any industry, acting in combination, or a concerted refusal to continue to work or to accept employment. It is fundamentally a tool of collective bargaining used by employees to exert pressure on the employer to concede to their demands, which typically relate to wages, benefits, or working conditions. Conversely, a lockout is the employer's weapon, defined as the temporary closing of a place of employment or the suspension of work, or the refusal by an employer to continue to employ any number of persons employed by him. Employers may resort to a lockout to counter a strike, to put pressure on workers to accept certain terms of employment, or to prevent violence or damage to property. While they are initiated by opposing parties in the employment relationship, both strikes and lockouts are instruments of economic coercion. They represent a temporary suspension of the production process, inflicting economic costs on both sides with the objective of forcing the other party to capitulate or compromise. They are generally considered actions of last resort when other methods of dispute resolution have failed.

Based on the above source, attempt the following five questions.

271. What is the fundamental difference highlighted between a strike and a lockout?
(A) A strike is legal, whereas a lockout is illegal.
(B) A strike involves suspension of work, while a lockout involves termination of employment.
(C) A strike is a tool used by employees, while a lockout is a tool used by employers.
(D) A strike is about economic demands, while a lockout is about disciplinary issues.

272. According to the paragraph, what is the primary purpose of a strike from the employees' perspective?
(A) To permanently close down the company.
(B) To exert economic pressure to achieve their demands.
(C) To cause damage to the employer's property.
(D) To assert managerial prerogatives.

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273. Which of the following is mentioned as a potential reason for an employer to declare a lockout?
(A) To demonstrate support for employee demands.
(B) To increase production and meet targets.
(C) To comply with a government order to increase employment.
(D) To counter a strike or pressure workers to accept terms.

274. What common characteristic do strikes and lockouts share, according to the paragraph?
(A) They are both instruments of economic coercion that inflict costs.
(B) They are both initiated by employees.
(C) They are both considered methods of first resort in a dispute.
(D) They both result in the permanent termination of the employment relationship.

275. If workers in a factory collectively stop working to demand a wage increase, their action is best described as a:
(A) Lockout.
(B) Grievance.
(C) Strike.
(D) Go-slow.

Direction : Please read the following source carefully.

The Industrial Employment (Standing Orders) Act, 1946, was enacted with the primary objective of minimizing industrial conflict arising from ambiguity in the terms and conditions of employment. Prior to this legislation, the conditions of service were often not well-defined, leading to frequent misunderstandings, subjective interpretations, and arbitrary actions

287. What fundamentally distinguishes voluntary arbitration from conciliation?
(A) Arbitration involves a government officer, while conciliation involves a private person.
(B) Conciliation is for individual disputes, while arbitration is for collective disputes.
(C) The arbitrator's decision is legally binding, while the conciliator's is not.
(D) Arbitration is compulsory, while conciliation is voluntary.

288. Compulsory adjudication under the Industrial Disputes Act, 1947, is carried out by which of the following?
(A) A Board of Directors.
(B) A Labour Court or Industrial Tribunal.
(C) A committee of trade union leaders.
(D) A mutually appointed private mediator.

289. What can be inferred about the dispute settlement framework from the paragraph?
(A) The framework is designed to force all disputes directly into Labour Courts.
(B) The framework gives equal power to conciliators and judges in Tribunals.
(C) The framework considers voluntary arbitration an ineffective and obsolete method.
(D) The framework encourages parties to resolve disputes amicably before imposing a legal decision.

290. If management and a union mutually agree to ask a respected law professor to hear their dispute and issue a final decision that they both promise to follow, they are engaging in:
(A) Voluntary arbitration.
(B) Conciliation.
(C) Compulsory adjudication.
(D) A strike action.

Direction : Please read the following source carefully.

The Industrial Disputes Act, 1947, does not grant an unfettered right to strike or lockout; instead, it seeks to balance this right with the interests of the industry and society by imposing significant regulations. The Act's approach is not one of outright prohibition but of control and channeling. This regulatory framework is particularly stringent for 'public utility services,' such as transport, power, and water supply, where an interruption can have severe consequences for the public. In these services, the Act mandates that no strike or lockout can be commenced without giving at least fourteen days' advance notice to the other party. Furthermore, the Act establishes general prohibitions on strikes and lockouts, making them illegal under certain conditions for all industrial establishments. For instance, a strike or lockout is deemed illegal if it is commenced or continued during the pendency of conciliation proceedings before a board and seven days after the conclusion of such proceedings, or during the pendency of proceedings before an arbitrator, a Labour Court, or a Tribunal. This legal architecture aims to provide a 'cooling-off' period, prevent coercive action while a dispute is under formal consideration, and ultimately ensure that strikes and lockouts are truly instruments of last resort.

Based on the above source, attempt the following five questions.

291. What is the general approach of the Industrial Disputes Act, 1947, towards strikes and lockouts?
(A) It completely prohibits them in all industries.
(B) It allows them without any restrictions.
(C) It regulates them through specific conditions and prohibitions.
(D) It encourages them as a primary method of dispute resolution.

292. For which type of establishments does the Act mandate a prior notice period for a strike or lockout?
(A) Public utility services.
(B) All commercial shops and establishments.
(C) Small-scale and cottage industries.
(D) Only establishments owned by the Central Government.

293. Under the Act, a strike would be considered illegal if it is started:
(A) After giving a one-month notice period.
(B) To demand better safety conditions.
(C) Following the failure of bipartite negotiations.
(D) During the pendency of conciliation proceedings before a board.

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thereby ensuring the continuity of production and services.

Based on the above source, attempt the following five questions.

281. What is described as the primary purpose of the Industrial Disputes Act, 1947?
(A) To provide a legal framework for the investigation and settlement of disputes.
(B) To guarantee minimum wages for all industrial workers.
(C) To mandate the creation of Standing Orders in every establishment.
(D) To exclusively promote the interests of trade unions.

282. The comprehensive nature of the Act is demonstrated by its inclusion of:
(A) Rules for corporate governance and shareholder rights.
(B) Legal definitions of key terms like 'strike' and 'workman'.
(C) Specific wage rates for different industries.
(D) Guidelines for environmental protection in industrial areas.

283. What constitutes the 'dual focus' of the Industrial Disputes Act, 1947, as mentioned in the paragraph?
(A) Focusing on both public and private sector disputes equally.
(B) Providing dispute resolution machinery while also regulating strikes and lockouts.
(C) Defining the rights of employers as well as the rights of managers.
(D) Covering both individual disputes and collective disputes.

284. What can be inferred as the underlying philosophy of the Act?
(A) Disputes are best managed by channeling them through a structured legal process.
(B) Industrial conflict is inherently negative and must be eliminated entirely.
(C) The state should not interfere in any dispute between labour and management.
(D) The primary goal is to ensure victory for the employer in any dispute.

285. If there is a legal question as to whether a particular establishment qualifies as an 'industry' under labour law, which legislation would be the principal reference?
(A) The Factories Act, 1948.
(B) The Industrial Employment (Standing Orders) Act, 1946.
(C) The Industrial Disputes Act, 1947.
(D) The Companies Act, 2013.

Direction : Please read the following source carefully.

The Industrial Disputes Act, 1947, establishes a structured, multi-tiered machinery for the settlement of disputes, offering a progression from mediatory to adjudicatory methods. The first level of third-party intervention is typically conciliation. This process involves a Conciliation Officer or a Board of Conciliation, who are tasked with inducing the parties to arrive at a fair and amicable settlement. The role of the conciliator is purely mediatory; they cannot impose a decision, and their recommendations are not binding unless formalized into a settlement agreement signed by both parties. If conciliation fails, the parties have the option of voluntary arbitration. This is a process where both parties, by mutual consent, agree to refer their dispute to one or more arbitrators and to be bound by the arbitrator's decision, known as an 'award'. The key feature of arbitration is its voluntary nature and the binding power of the outcome. The final and most formal stage is compulsory adjudication. This involves referring the dispute to a quasi-judicial body established by the government, such as a Labour Court, Industrial Tribunal, or National Tribunal. These bodies have the authority to adjudicate on the dispute and issue a legally binding award, irrespective of the consent of the parties. This hierarchical structure emphasizes voluntary settlement before resorting to compulsory legal intervention.

Based on the above source, attempt the following five questions.

286. Which dispute settlement mechanism under the IDA, 1947, is described as being purely mediatory with non-binding recommendations?
(A) Voluntary arbitration.
(B) Compulsory adjudication.
(C) Bipartite negotiation.
(D) Conciliation.

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five questions.

251. According to the paragraph, what are considered the most paramount factors contributing to industrial disputes?
(A) Psychological factors related to interpersonal conflicts.
(B) Economic factors revolving around wages and financial benefits.
(C) Non-economic factors concerning union rights and recognition.
(D) Managerial factors concerning the assertion of authority.

252. Which of the following is described as an employer-initiated form of industrial dispute?
(A) Lockout
(B) Strike
(C) Go-slow
(D) Gherao

253. The paragraph distinguishes between organized and unorganized forms of protest. Which of the following would be classified as an unorganized form?
(A) A general strike called by a trade union federation.
(B) A lockout announced by the management.
(C) A high rate of absenteeism among workers.
(D) A formal work-to-rule protest.

254. What can be inferred about the nature of industrial disputes from the paragraph?
(A) They are primarily legal conflicts resolved in courts.
(B) They are always initiated by employees against management.
(C) They are random and unpredictable occurrences in the industrial sector.
(D) They are indicative of underlying systemic problems in an organization.

255. If a group of employees collectively decides to perform their duties at a significantly reduced pace to protest a new policy, this action would be best described as:
(A) A strike.
(B) A lockout.
(C) A go-slow tactic.
(D) An issue of victimization.

Direction : Please read the following source carefully.

The landscape of industrial disputes has been undergoing a significant transformation over the past few decades, reflecting broader economic and social shifts. A discernible trend is the move away from large-scale, industry-wide strikes that characterized the traditional manufacturing sector towards more fragmented, localized, and often short-lived disputes. This shift is partly attributable to the changing structure of the economy, with a growing service sector where employment is often more dispersed and unionization is less comprehensive. Furthermore, globalization and increased competition have altered the bargaining power dynamics between labour and capital, potentially making prolonged work stoppages a less viable strategy for workers. Another observable trend is the increasing individualization of conflict, where disputes are more likely to manifest as individual grievances, complaints about unfair dismissal, or issues of contractual rights rather than as collective actions over wages or bonuses. The role of technology and automation also introduces new potential flashpoints for disputes, centered on issues of job security, reskilling, and the distribution of productivity gains. Consequently, the contemporary trend in industrial disputes is marked by a change in both their form and substance, demanding more nuanced approaches to their prevention and settlement.

Based on the above source, attempt the following five questions.

256. Which of the following is identified as a major trend in the nature of industrial disputes?
(A) An increase in the frequency of industry-wide strikes.
(B) A shift from collective actions to individual grievances.
(C) A decrease in disputes related to technology and automation.
(D) A move towards longer and more sustained work stoppages.

257. According to the paragraph, what is one reason for the decline in large-scale strikes?
(A) The strengthening of trade unions in the service sector.
(B) The reduced impact of globalization on local economies.

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294. What is the inferred purpose of the regulations, such as the notice period and prohibitions during conciliation?
(A) To make it impossible for workers to ever go on strike.
(B) To provide a cooling-off period and encourage resolution before disruption occurs.
(C) To give the government time to replace the striking workers.
(D) To ensure that employers always win in a dispute with labour.

295. Workers in a city's water supply department, a public utility service, declare an immediate strike without prior warning. According to the principles described, this action would most likely be deemed:
(A) A justified protest.
(B) A legal strike.
(C) An illegal strike.
(D) A lockout.

Direction : Please read the following source carefully.

The Industrial Employment (Standing Orders) Act, 1946, and the Industrial Disputes Act, 1947, function as two complementary pillars of India's industrial relations legal system. Their relationship is best understood by viewing the 1946 Act as primarily preventive and substantive, while the 1947 Act is largely curative and procedural. The Standing Orders Act is preventive because its core function is to preempt disputes by ensuring that the terms of the employment contract are clearly defined, codified in the Standing Orders, and certified for fairness. It provides the substantive rules of the game for the workplace, covering daily conduct and conditions. In contrast, the Industrial Disputes Act is curative as it provides the machinery to cure or resolve a dispute once it has surfaced. It lays down the procedures for conciliation, arbitration, and adjudication. The synergy between the two is evident when a dispute arises from the application or interpretation of the Standing Orders. For instance, if an employee is dismissed, the Standing Orders (under the 1946 Act) would define what constitutes misconduct and the procedure for dismissal. If the employee contests the fairness of this dismissal, it becomes an 'industrial dispute' that can be raised and resolved through the procedural machinery of the 1947 Act. Thus, one Act defines the rights and obligations, while the other provides the remedy for their alleged violation.

Based on the above source, attempt the following five questions.

296. How is the relationship between the two Acts characterized in the paragraph?
(A) As contradictory and overlapping.
(B) As hierarchical, with the 1947 Act superseding the 1946 Act.
(C) As independent, with no connection between them.
(D) As complementary, one being preventive and the other curative.

297. Which Act is described as providing the 'substantive rules of the game' for the workplace?
(A) The Industrial Employment (Standing Orders) Act, 1946.
(B) The Industrial Disputes Act, 1947.
(C) Both Acts equally.
(D) Neither of the Acts.

298. A dispute arising from an allegation of wrongful dismissal, which is a violation of a certified Standing Order, would be resolved using the machinery provided by:
(A) The company's internal HR policy only.
(B) The Industrial Disputes Act, 1947.
(C) The Industrial Employment (Standing Orders) Act, 1946.
(D) A civil court under the contract law.

299. What can be inferred from the complementary nature of the two Acts?
(A) The Standing Orders Act is sufficient on its own to maintain industrial peace.
(B) A robust legal framework requires both clear rules and effective enforcement/resolution mechanisms.
(C) The Industrial Disputes Act is only concerned with wage-related issues.
(D) Industrial disputes can only arise if Standing Orders do not exist.

300. An employee is suspended pending an inquiry. The rules defining 'suspension' and the inquiry process are found in the document created under the _____ Act, and if the employee

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challenges the suspension's fairness, it becomes a dispute under the _____ Act.
(A) 1946; 1947
(B) 1947; 1946
(C) 1947; 1947
(D) 1946; 1946

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ANSWERS

1. (B) Any difference between employers and workmen, or between workmen, regarding employment, non-employment, or conditions of labour.
   The Industrial Disputes Act, 1947, characterizes an industrial dispute as any disagreement between employers and employees, or between workers themselves. This conflict must specifically pertain to employment terms, the lack of employment, or general labor conditions. Such a definition ensures that collective grievances or individual disputes backed by unions are addressed through statutory mechanisms to maintain industrial peace and resolve workplace conflicts effectively across various sectors.

2. (A) 100 or more workmen
   The Industrial Employment (Standing Orders) Act, 1946, mandates that every industrial establishment with one hundred or more workmen must define formal service conditions. This threshold applies if the specified number of employees were engaged on any day during the preceding twelve months. Although state governments can lower this limit through notifications, the primary federal requirement aims to bring uniformity and clarity to employment terms in larger enterprises.

3. (C) Preventive machinery for industrial disputes aims to create an environment where disputes do not arise.
   Preventive machinery in industrial relations focuses on proactive measures to eliminate potential sources of conflict before they escalate into formal disputes. This approach involves establishing bipartite committees, maintaining open communication channels, and implementing fair labor practices to foster a harmonious workplace. By addressing grievances early and encouraging mutual cooperation between management and labor, these systems strive to maintain continuous production and stable employment relationships without external intervention.

4. (A) Both Statement I and Statement II are correct.
   An award serves as the judicial or quasi-judicial resolution of an industrial dispute by authorized bodies like Labour Courts or Tribunals. Under the Industrial Disputes Act, 1947, this definition is broad, encompassing both final decisions and interim determinations. Interim awards provide temporary relief or settle specific parts of a dispute while the main proceedings continue. Both types are legally enforceable and binding on the involved parties once published officially.

5. (A) P-2, Q-4, R-3, S-1
   Gherao involves physically surrounding management to demand concessions, while picketing utilizes workers stationed at entrances to discourage others from entering. Boycotts aim to disrupt business by appealing to external stakeholders like consumers or suppliers to cease dealings. Conversely, go-slow represents a concerted effort by employees to deliberately reduce production speed while remaining on duty. These various forms of industrial action are used by unions to exert pressure during disputes.

6. (B) The company's annual profit-sharing bonus formula.
   Standing orders must specify core conditions of service, such as worker classification, shift timings, holiday schedules, and grievance redressal mechanisms. However, complex financial arrangements like annual profit-sharing bonus formulas are typically outside the scope of this particular Act. Such matters are usually governed by separate legislations like the Payment of Bonus Act or through collective bargaining agreements rather than being part of the standardized administrative rules of an establishment.

7. (D) Lay-off
   A lay-off occurs when an employer is unable or refuses to provide employment to workers on the muster rolls due to specific external factors. In this situation, the sudden shortage of raw materials prevents the factory from operating, leading management to halt production temporarily. Unlike closure or retrenchment, a lay-off

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speed to resolve disputes. From the formal commencement of proceedings, the officer is required to submit a report to the appropriate government within fourteen days. This deadline ensures that industrial conflicts do not remain unresolved for excessive periods. If no settlement is reached within this timeframe, the report details the facts and reasons for the failure, allowing the government to decide further.

23. (A) Both A and R are true and R is the correct explanation of A.
To protect the community from sudden disruptions, the Industrial Disputes Act, 1947, imposes strict notice requirements for strikes and lock-outs in public utility services. This cooling-off period is essential because it allows conciliation machinery to intervene and attempt a peaceful resolution before service stops. The primary objective is to balance the workers' right to protest with the public's need for essential services, ensuring that grievances are addressed through structured negotiation rather than abrupt action.

24. (A) An unfair labour practice
Collective bargaining is a fundamental pillar of industrial relations, requiring both employers and recognized trade unions to engage in sincere negotiations. Under the Fifth Schedule of the Industrial Disputes Act, 1947, an employer's refusal to bargain in good faith is explicitly categorized as an unfair labor practice. This classification serves to discourage management from bypassing representative unions and ensures that workers' collective voices are respected. Violations can lead to legal penalties to protect industrial democracy.

25. (C) The employer can lay off the workmen by simply paying them compensation as per the Act.
In establishments employing between fifty and ninety-nine workmen, the special provisions requiring prior government permission for lay-offs do not apply. Instead, these situations are governed by the general provisions of the Industrial Disputes Act, 1947. The employer has the right to lay off workers due to economic reasons, such as a shortage of orders, provided they pay the prescribed compensation. This compensation typically equals fifty percent of basic wages and dearness allowance for the period.

26. (A) The employer or the workmen by applying to the Certifying Officer.
Certified standing orders are not permanent and can be updated to reflect changing industrial conditions. Both the employer and the workmen have the legal right to propose modifications after a specified period from the date of the last certification. Such applications must be submitted to the Certifying Officer, who follows a procedure similar to initial certification. This includes hearing objections from both parties to ensure that any changes are fair, reasonable, and compliant with the law.

27. (D) A concerted and deliberate slowing down of production by workmen.
Go-slow is a form of industrial protest where workers remain on the job but deliberately reduce their pace of work to diminish total output. Unlike a strike, where work stops completely, go-slow allows employees to claim attendance while significantly harming the employer's productivity. Because it involves a clandestine and dishonest refusal to perform full duties, courts generally view it as a serious act of misconduct rather than a legitimate tool for collective bargaining.

28. (A) Both Statement I and Statement II are correct.
The 'appropriate government' for an industrial dispute depends on the nature of the industry and its regulatory framework. For banking companies and other specific sectors like railways and mines, the Central Government acts as the primary authority. For most other industries, such as a textile mill located within a particular territory, the State Government holds jurisdiction. This division ensures that labor administration is handled by the government body most closely aligned with the oversight of that sector.

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29. (C) The foodstuff industry
Public utility services are industries essential to the community, such as railways, postal services, and hospitals, which are subject to strict notice requirements for strikes. While the foodstuff industry is listed in the First Schedule, it is not automatically a public utility service. It must be specifically declared as such by the appropriate government through a notification in the Official

15. (A) 1, 3, 4, 2, 5
The certification of standing orders follows a structured legal process beginning with the employer submitting a draft to the Certifying Officer. Subsequently, workmen or their unions are notified to file objections, followed by a formal hearing where all parties present their views. The officer then decides whether to certify the orders. If any party is dissatisfied with this decision, they have the right to file an appeal before the designated appellate authority for review.

16. (B) Labour Court - Disputes relating to wages, hours of work and leave.
Labour Courts are empowered to adjudicate disputes concerning matters listed in the Second Schedule of the Industrial Disputes Act, 1947, which include wages, working hours, and leave policies. While Industrial Tribunals handle broader issues from both the Second and Third Schedules, Labour Courts focus on specific workplace grievances. These courts provide a formal legal channel for workers to challenge management decisions regarding their daily service conditions, ensuring that labor standards are upheld via awards.

17. (C) Statement I is correct, but Statement II is incorrect.
Model Standing Orders serve as a temporary legal framework for industrial establishments until they obtain certification for their own specific rules. These models ensure that workers are not left without defined service conditions during the interim period. While the Central Government frames these for establishments under its jurisdiction, State Governments are also responsible for drafting model orders for industries within their spheres. Therefore, the authority to frame these standards is shared across different levels of government.

18. (B) P-3, Q-4, R-1, S-2
The Industrial Disputes Act, 1947, utilizes specific sections to define key concepts and procedural requirements. Section 2(k) provides the comprehensive definition of an industrial dispute, while Section 2(q) defines a strike. Procedurally, Section 9A mandates that employers provide a notice of change before altering service conditions. Additionally, Section 25FFA requires a sixty-day notice for the intended closure of an undertaking. These provisions create a structured legal environment for managing labor relations and ensuring transparency.

19. (C) It has the power to adjudicate all industrial disputes across the country, superseding state machinery.
Central Labour Administration, led by the Chief Labour Commissioner, is responsible for enforcing laws and settling disputes specifically within the central sphere, such as railways and mines. It does not possess universal authority to override state-level machinery for all industrial disputes nationwide. In the Indian federal structure, labor is a concurrent subject, meaning both central and state governments maintain their own distinct jurisdictions and administrative bodies to handle disputes within their respective geographical areas.

20. (D) A decline in the number of large-scale organized strikes and an increase in enterprise-level disputes.
Recent trends in Indian industrial relations indicate a significant shift away from massive, industry-wide strikes that characterized previous decades. Instead, there is a growing prevalence of localized disputes occurring at the individual enterprise or factory level. This change reflects the decentralization of collective bargaining and a more fragmented labor movement. Management and unions now increasingly focus on unit-specific issues, such as productivity-linked wages and site-specific working conditions, rather than pursuing broad political labor agendas.

21. (B) 1, 4 and 5 only
The Industrial Employment (Standing Orders) Act, 1946, is designed to formalize service conditions and minimize industrial friction. Key features include the right of parties to appeal a Certifying Officer's decision to an appellate authority. Once these orders are certified, they carry the force of law, superseding individual contracts. It is not universally applicable to all small commercial establishments, and the Certifying Officer is typically a labor official rather than a judicial magistrate in the system.

22. (B) 14 days
The Industrial Disputes Act, 1947, mandates that a Conciliation Officer must act with

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is essential for ensuring the freedom of association and effective collective bargaining.

52. (D) recommendatory in nature.
A Board of Conciliation is established to assist parties in reaching an amicable settlement through mediation and negotiation. Unlike an adjudicatory body, it does not have the power to deliver a binding award. If the Board fails to bring the parties to an agreement, it submits a report to the appropriate government detailing its findings and recommendations. These suggestions are not legally enforceable on their own and serve only as a guide for the government to decide further.

53. (C) In English and in a language understood by the majority of the workmen.
To ensure that all employees are fully aware of their rights and service conditions, the Industrial Employment (Standing Orders) Act, 1946, requires prominent display of the certified standing orders. The employer must post the text in English to maintain official records. Crucially, it must also be displayed in a language understood by the majority of the workmen employed in the establishment. This dual-language requirement ensures transparency and prevents misunderstandings regarding shift timings, leave, and disciplinary rules.

54. (B) a Labour Court.
When a dispute arises specifically concerning the interpretation or application of certified standing orders, the matter requires a formal legal resolution. Under the Industrial Employment (Standing Orders) Act, 1946, such issues can be referred to a Labour Court for a definitive ruling. The Labour Court acts as a judicial authority to clarify the meaning of the rules and ensure they are applied correctly. This process prevents arbitrary interpretations by management and protects the rights of workmen through an independent body.

55. (A) 2, 3, 4, 1
Industrial dispute resolution mechanisms vary in their level of outside intervention and the binding nature of their outcomes. Collective bargaining is the most bipartite, involving direct negotiation with no third party. Conciliation introduces a neutral mediator to facilitate agreement, but has no binding power. Arbitration involves a chosen third party whose decision is binding on those who referred the dispute. Adjudication is the most formal, where the government refers the matter to a court which imposes a binding award.

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56. (A) employed mainly in a managerial or administrative capacity.
The definition of a 'workman' under the Industrial Disputes Act, 1947, is designed to include those who perform manual, skilled, technical, or clerical work. However, persons employed primarily in managerial or administrative roles are excluded from this definition. Additionally, supervisors drawing wages above a certain limit or performing managerial functions are also excluded. This distinction ensures that the Act's protections and dispute resolution mechanisms are targeted toward subordinates rather than those who represent the interests of management.

57. (C) workmen come to the workplace but refuse to work or leave the premises.
A stay-in or sit-down strike is a distinctive form of industrial action where employees enter the factory or office as usual but refuse to perform their duties. By remaining on the premises, workers effectively prevent the employer from bringing in substitute labor or resuming operations. This method is often more disruptive than a standard strike where workers stay outside. While it is a form of collective protest, it can lead to legal issues regarding trespassing or interference with property.

58. (C) Statement I is correct, but Statement II is incorrect.
State Labour Departments play a critical role in maintaining industrial peace within their respective states, primarily focusing on industries in the state sphere. However, it is incorrect to say they have no role in implementing central laws. Many central labor legislations, such as the Factories Act or the Minimum Wages Act, are actually administered and enforced by state machinery. Thus, state labor departments are essential for the ground-level implementation of both state-specific and national labor regulations.

59. (D) Commencing it because the demands of the workmen were not met during negotiation.
Strikes and lockouts are generally legal tools of collective bargaining unless they violate specific

Gazette if an emergency or public interest necessitates such a temporary classification under the law.

30. (D) Demand for higher wages and dearness allowance
Economic factors are the most frequent causes of industrial disputes, as they directly impact the financial well-being of the workforce. Demands for increased basic wages, dearness allowance, and other monetary benefits like bonuses often lead to friction between labor seeking better living standards and management focusing on cost control. While victimisation and shift timings are significant, they are categorized as personnel or organizational issues. Wage-related demands remain the primary economic driver of collective bargaining.

31. (A) P-4, Q-3, R-1, S-2
Different labor authorities derive their power from specific statutes within the legal framework. The Certifying Officer is a key figure under the Industrial Employment (Standing Orders) Act, 1946, while the Conciliation Officer is appointed under the Industrial Disputes Act, 1947. The Chief Labour Commissioner serves as a statutory authority within the central administration sphere. Unfair labor practices are specifically listed in the Fifth Schedule of the 1947 Act, providing a comprehensive regulatory system.

32. (B) inquire into any matter connected with or relevant to an industrial dispute and submit a report.
A Court of Inquiry is a fact-finding body that can be constituted by the appropriate government to investigate complex industrial disputes. Its primary role is not to settle the dispute directly or give a binding award, but to uncover the underlying facts and circumstances. The findings are submitted in a report, which provides the government with a clearer understanding of the conflict. This information can then be used to facilitate conciliation or decide on adjudication.

33. (B) Introducing a new rationalisation or standardisation scheme
Section 9A of the Industrial Disputes Act, 1947, requires employers to give a twenty-one day notice before making significant changes to service conditions. This specifically applies to matters listed in the Fourth Schedule, such as rationalization or standardization schemes that may affect the workload or job security of employees. By mandating this notice, the law provides workers with an opportunity to raise objections and ensures that management does not unilaterally impose major changes without prior communication.

34. (A) 1 and 3 only
Lockouts are used by employers as a collective bargaining tool, similar to how workers use strikes. In public utility services, strict legal requirements mandate a fourteen-day notice period before a lockout can be declared. However, if a lockout is declared in direct response to an illegal strike, it is not deemed illegal itself. Furthermore, lockouts are generally prohibited during the pendency of proceedings before a National Tribunal to prevent any escalation while a legal resolution is sought.

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35. (C) Such period as is agreed upon in writing by the parties, and if no period is agreed upon, a period of six months.
Settlements reached during conciliation proceedings are legally binding and designed to ensure a period of industrial peace. The duration of such a settlement is primarily based on the written agreement between the parties. If no specific timeframe is mentioned, the law provides a default operational period of six months. During this time, the terms must be upheld, and no new dispute can be raised regarding the settled issues, promoting stability in the establishment.

36. (A) Both A and R are true and R is the correct explanation of A.
The primary goal of the Industrial Employment (Standing Orders) Act, 1946, is to bring clarity to the terms of employment in industrial settings. By requiring employers to define rules regarding work hours, leave, and discipline, the Act minimizes the chances of misunderstandings between management and labor. Clear, certified rules act as a safeguard against arbitrary decisions, fostering a more predictable work environment where both parties understand their rights, thereby reducing potential industrial friction.

37. (C) Workmen in one industry go on strike in sympathy with striking workmen in another industry.

sudden, unfavorable changes to their wages, hours, or leave. Any such change made without notice cannot be legally enforced and can be challenged by the workmen.

67. (C) Demand for a share in profits
Industrial disputes are broadly categorized into economic and non-economic causes. Economic causes involve direct monetary demands, such as higher wages, dearness allowance, or a share in profits through bonuses. Non-economic causes, on the other hand, relate to issues like victimisation of workers, political interference, inter-union rivalry, and general indiscipline or violence within the workplace. Understanding this distinction is crucial for industrial relations practitioners to apply the appropriate conflict resolution strategies based on the nature of the labor grievance.

68. (B) 3 and 4 only
The Fifth Schedule of the Industrial Disputes Act, 1947, defines specific actions as unfair labor practices to ensure fair dealings between management and labor. Prohibited acts for employers include refusing to bargain collectively with a recognized union and attempting to establish or support company-sponsored trade unions. While discharging a worker for an illegal strike or hiring during a legal strike are management actions, they are not explicitly listed as unfair labor practices in the same category as interfering with union independence.

69. (C) A Board, Labour Court, Tribunal or National Tribunal
Once an industrial dispute has been formally referred by the appropriate government to an adjudicatory body like a Labour Court or Tribunal, the government has the power to prohibit any ongoing strike or lockout related to that dispute. This authority, granted under Section 10(3) of the Industrial Disputes Act, 1947, aims to restore industrial peace while the legal proceedings are underway. By stopping work stoppages during adjudication, the law ensures that the dispute is resolved through evidence and logic.

70. (A) Both A and R are true and R is the correct explanation of A.
Voluntary arbitration is a preferred method for settling industrial disputes because it allows parties to bypass the formal, often slow adjudication process. Under the Industrial Disputes Act, 1947, parties can mutually agree to refer their conflict to an arbitrator of their choice. This flexibility makes the process less adversarial and more efficient. The arbitrator's decision is binding, providing a conclusive resolution. Encouraging arbitration helps reduce the burden on labor courts and promotes a more cooperative approach to conflict resolution.

71. (D) not 'retrenchment' as it is a non-renewal of a fixed-term contract.
The definition of retrenchment under the Industrial Disputes Act, 1947, contains specific exclusions. One key exclusion is the termination of a workman's service resulting from the non-renewal of a contract of employment between the employer and the workman upon its expiry. In this case, since the temporary worker was engaged for a specific project and the contract ended upon completion, the termination is not legally classified as retrenchment. Consequently, the employer is not required to follow standard retrenchment procedures or pay compensation.

72. (A) A fine which may extend to five thousand rupees
Compliance with the Industrial Employment (Standing Orders) Act, 1946, is mandatory for eligible establishments to ensure standardized service conditions. If an employer fails to submit the draft standing orders within the required six-month timeframe, they are liable to a statutory penalty. The Act prescribes a fine that may extend to five thousand rupees for this failure. Additionally, if the contravention continues after conviction, a further daily fine can be imposed. These penalties incentivize employers to formalize employment rules promptly and legally.

73. (C) Prevention and settlement of industrial disputes and enforcement of labour laws in the central sphere.
The Chief Labour Commissioner (Central) heads the Central Industrial Relations Machinery, which is the primary body for labor administration in the central sphere. Its core functions involve intervening in industrial disputes through conciliation and ensuring the strict enforcement of various labor legislations

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Together, these mechanisms create a structured framework for managing labor-management interactions and resolving conflicts.

45. (C) Individual workers taking leave on the same day for personal reasons without any agreement among them.
Under the Industrial Disputes Act, 1947, a strike is defined by the element of concerted action and mutual agreement among workmen to stop work. If individual employees happen to take leave on the same day for unrelated personal reasons without any prior understanding or coordination, it does not constitute a strike. The legal definition requires a collective intent to pressure management through work cessation. Without this shared purpose and combination, the action remains a series of individual absences.

46. (D) 30 days
Once an adjudicatory body like a Labour Court or Industrial Tribunal delivers an award, it is sent to the appropriate government for publication. According to Section 17 of the Industrial Disputes Act, 1947, the award must be published within thirty days of receipt. Following this publication, there is a further thirty-day waiting period before the award becomes legally enforceable. This delay allows the government to review the award and ensures that all parties have notice before implementation.

47. (A) 3 and 4 only
Adjudicatory bodies are those with the legal authority to hear evidence and deliver a final, binding decision known as an award. Under the Industrial Disputes Act, 1947, Labour Courts and National Tribunals are the primary adjudicatory authorities. In contrast, bodies like the Works Committee and Board of Conciliation focus on consultation and mediation, while a Court of Inquiry is purely investigative. Only the adjudicatory bodies can impose a resolution when parties fail to reach a voluntary settlement.

48. (B) A subsistence allowance must be paid to the workman.
When a workman is suspended by an employer pending a domestic enquiry into alleged misconduct, they are unable to earn their regular wages. The Industrial Employment (Standing Orders) Act, 1946, protects the worker's livelihood by mandating the payment of a subsistence allowance during this period. The allowance is usually a percentage of the wages and increases if the enquiry is delayed for reasons not attributable to the workman. This ensures basic financial support until a final decision is reached.

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49. (B) disputes arising from downsizing, outsourcing, and flexible work arrangements.
Globalization has significantly altered the landscape of industrial relations, shifting the focus of disputes toward issues related to corporate restructuring. Modern conflicts frequently arise from management's efforts to implement downsizing, outsource core functions, or introduce flexible work arrangements to remain competitive. These changes often threaten traditional job security and established employment terms, leading to friction with labor unions. Consequently, contemporary industrial disputes are increasingly centered on navigating the challenges of a rapidly changing and globalized economic environment.

50. (A) Both A and R are true and R is the correct explanation of A.
The Central Government constitutes a National Tribunal specifically for industrial disputes that involve questions of national importance or affect establishments in multiple states. This centralized adjudication body ensures that decisions on critical issues are consistent across different regions. By having jurisdiction over multi-state enterprises, the National Tribunal prevents conflicting awards from different state-level tribunals on the same matter. This specialized machinery is vital for maintaining industrial uniformity and stability in sectors with a wide geographic footprint.

51. (C) An employer taking adverse action against a workman for their trade union activities.
Victimisation in an industrial context occurs when an employer unfairly targets a workman for punishment or discriminatory treatment because of their involvement with a trade union. Such actions, like wrongful dismissal or demotion, are intended to suppress labor organizing and discourage workers from asserting their collective rights. This behavior is strictly prohibited under labor laws and is classified as an unfair labor practice. Protecting workmen from victimisation

A sympathetic strike occurs when workers stop work not to press their own demands, but to show solidarity with striking employees in a different establishment or industry. The goal is to exert indirect pressure on the other employer or the government. While these actions reflect labor solidarity, they are often considered illegal under industrial law because there is no direct dispute between the striking workers and their own employer, making the action technically outside statutory protection.

38. (B) The Labour Commissioner or a Regional Labour Commissioner
The Certifying Officer is a crucial official responsible for verifying and certifying draft standing orders submitted by employers. Under the Industrial Employment (Standing Orders) Act, 1946, the appropriate government typically appoints the Labour Commissioner or a Regional Labour Commissioner to this role. These officials possess the necessary expertise in labor laws and industrial relations to ensure that the standing orders are fair, reasonable, and in full compliance with the statutory requirements of the Act.

39. (D) Administration of labour welfare funds for central government employees.
State Labour Administrations are primarily responsible for maintaining industrial harmony and enforcing labor laws within their respective state jurisdictions. Their duties include registering trade unions and providing conciliation services for local industries. However, they do not manage welfare funds or administrative matters for central government employees. Such responsibilities fall under the central sphere of labor administration, reflecting the division of powers between state and federal authorities in the management of the workforce and its welfare.

40. (A) its presiding officer.
An award represents the formal determination of an industrial dispute by an adjudicatory body like a Labour Court or Tribunal. For the award to be legally valid and enforceable, it must be in writing and signed by the presiding officer of the respective body. This signature confirms that the decision was made after due process and official hearing. Once signed and submitted to the appropriate government, the award is published to make it binding on all parties.

41. (C) Within six months
Once the Industrial Employment (Standing Orders) Act, 1946, becomes applicable to an establishment, the employer is legally required to take proactive steps to formalize service conditions. The Act mandates that the employer must submit five copies of the draft standing orders to the Certifying Officer within six months. This timeframe ensures that the establishment moves toward standardization of employment terms without undue delay. Failure to comply with this submission deadline can lead to statutory penalties for the employer.

42. (A) Both Statement I and Statement II are correct.
Lay-off compensation is a statutory right for workers who have completed at least one year of continuous service and are on the muster rolls. This compensation serves as a social security measure when the employer cannot provide work due to reasons like power shortages. The law specifies that the amount payable must be fifty percent of the total basic wages and dearness allowance. This ensures that workmen have some financial support during temporary periods of involuntary unemployment in the industry.

43. (D) The Central Government's labour machinery.
Certain sectors in India are classified under the central sphere for the purpose of labor administration due to their national importance. This includes major ports, dock labor boards, railways, and banking companies. Therefore, any industrial dispute arising in a major port is handled by the Central Government's labor machinery, such as the Chief Labour Commissioner (Central). This centralized oversight ensures uniform application of labor laws and consistent dispute resolution processes across these critical infrastructure sectors throughout the country.

44. (B) P-4, Q-1, R-2, S-3
Industrial relations concepts serve distinct roles in maintaining workplace harmony. Collective bargaining involves direct negotiations between employers and unions to reach mutual agreements. Adjudication, conversely, is a process where a third party imposes a binding decision. The Works Committee is a bipartite body aimed at promoting daily amity through consultation. Finally, Standing Orders provide the necessary uniformity and clarity in employment conditions.

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statutory prohibitions. A strike is not illegal simply because it is based on unmet demands; this is the fundamental reason most strikes occur. However, it becomes illegal if it happens during the pendency of legal proceedings, while a prior settlement is in force, or without proper notice in public utility services. Failing to reach an agreement during negotiations is a legitimate ground for initiating industrial action.

60. (B) Unfair Labour Practices.
The Fifth Schedule was added to the Industrial Disputes Act, 1947, through an amendment in 1982 to specifically define and prohibit unfair labor practices. It lists various prohibited actions for both employers and trade unions, such as victimisation, refusal to bargain in good faith, and acts of violence. The inclusion of this schedule provides a clear legal basis for penalizing conduct that undermines harmonious industrial relations or interferes with the rights of workmen and management during disputes.

61. (C) 2 only
Conciliation is a process focused on facilitating a voluntary agreement between disputing parties. Its core feature is the involvement of a neutral third party, the Conciliation Officer, who assists in identifying common ground and persuading the parties to reach an amicable settlement. Unlike adjudication, the conciliator has no authority to impose a binding decision. While it encourages bipartite communication, the defining characteristic is the external facilitation provided by the officer to help the parties resolve their own differences.

62. (D) Retrenchment
Retrenchment refers to the permanent termination of a workman's service by an employer for any reason other than disciplinary action, retirement, or ill-health. In this scenario, the employer is letting go of fifty-five workers because they are considered surplus labor. This action is distinct from a lay-off, which is temporary, or a closure, which involves stopping all business activities. Under the Industrial Disputes Act, 1947, retrenchment requires specific procedures, including the payment of compensation and the serving of notice.

63. (A) The Second Schedule
The Industrial Disputes Act, 1947, divides various industrial matters into specific schedules to define the jurisdiction of different authorities. The Second Schedule lists matters that fall under the primary jurisdiction of Labour Courts. These include the propriety or legality of orders passed under standing orders, the discharge or dismissal of workmen, and the legality of strikes or lockouts. By referring to this schedule, parties can determine whether their specific grievance should be adjudicated by a Labour Court or a Tribunal.

64. (B) To promote measures for securing and preserving amity and good relations between the employer and workmen.
A Works Committee is a statutory bipartite body mandatory for establishments employing one hundred or more workmen. Its primary purpose is to serve as a consultative forum where representatives of both management and labor can discuss daily operational issues. By facilitating regular dialogue on matters of mutual interest, the committee aims to preserve workplace amity and prevent small grievances from escalating into formal disputes. It focuses on cooperation rather than high-level negotiations like wage fixing or bonuses.

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65. (A) 2, 4, 3, 1
The legal framework for labor in India evolved through several key legislations enacted over several decades. The Trade Unions Act was passed in 1926 to provide for the registration and protection of unions. Following this, the Industrial Employment (Standing Orders) Act was enacted in 1946, and the Industrial Disputes Act followed in 1947. Finally, the comprehensive Factories Act was passed in 1948. This chronological sequence shows the progressive development of laws governing unionization, service conditions, dispute resolution, and factory safety.

66. (A) Invalid and illegal.
Section 9A of the Industrial Disputes Act, 1947, mandates that employers must provide a twenty-one day notice before changing service conditions listed in the Fourth Schedule. If an employer unilaterally implements such changes without following this mandatory legal procedure, the action is considered invalid and illegal from the outset. This requirement protects workmen from

implies a temporary suspension of the working relationship where employees remain on the rolls and are generally entitled to compensation during the downtime.

8. (B) 1, 3 and 4 only
For a strike to be legal under the Industrial Disputes Act, 1947, specific procedural requirements must be met, especially in public utility services where a six-week notice is mandatory. Furthermore, strikes are prohibited during the pendency of conciliation proceedings to allow peaceful resolution efforts. The action must also stem from demands related to employment terms. Breaching a contract of employment does not inherently make a strike illegal under this specific regulatory framework.

9. (C) Cause: Introduction of a new automated machinery. Effect: A dispute over job security and retraining of existing workforce.
Technological advancements often trigger industrial disputes when they threaten existing job roles or require significant skill upgrades. The introduction of automated machinery can lead to fears of redundancy among workmen, resulting in collective grievances regarding job security. Unions frequently demand retraining programs or compensation for those displaced by such changes. This logical progression from technical innovation to labor unrest highlights a common socioeconomic challenge in modern industrial relations and workforce management.

10. (A) Both A and R are true and R is the correct explanation of A.
The Works Committee represents a vital bipartite mechanism intended to prevent industrial friction by promoting daily cooperation between labor and management. Comprising representatives from both sides, its primary function is to address minor grievances and preserve workplace amity. By facilitating regular dialogue, it prevents small issues from escalating into major industrial disputes. The collaborative nature of this body ensures that mutual interests are discussed constructively within the establishment to maintain a peaceful environment.

11. (D) Board of Conciliation
The adjudication machinery under the Industrial Disputes Act, 1947, is structured into a three-tier system comprising Labour Courts, Industrial Tribunals, and National Tribunals. These bodies are authorized to resolve disputes through binding awards. A Board of Conciliation, however, is a mediatory body rather than an adjudicatory one. Its primary function is to facilitate an amicable settlement through negotiation. It does not possess the power to issue a binding award for the parties.

12. (B) A period agreed upon by the parties, and if no such period is agreed upon, for a period of six months.
When employers and workmen reach a settlement outside of formal conciliation proceedings, the duration of its validity is primarily determined by their mutual agreement. If the memorandum of settlement does not specify a particular timeframe, the Industrial Disputes Act, 1947, provides a default period of six months. During this time, the terms remain binding, and neither party can legally raise a dispute regarding the matters covered by the settlement to ensure stability.

13. (C) The temporary closing of a place of employment, the suspension of work, or refusal to employ persons.
A lock-out serves as a coercive tool used by employers during industrial disputes to pressure workers into accepting management terms. It involves the temporary closure of the workplace or a refusal to allow employees to continue their duties. Unlike a permanent closure, a lock-out implies that the business will resume operations once the dispute is settled. This action is the employer's equivalent of a strike, aimed at resolving conflicts through economic pressure.

14. (D) To immediately investigate the dispute and all matters affecting the merits and the right settlement thereof.
Upon receiving a dispute, a Conciliation Officer is legally bound to intervene promptly to facilitate an amicable resolution. The initial phase involves a thorough investigation of the underlying facts and the merits of the claims made by both labor and management. This investigative process is crucial for understanding the core issues and identifying potential grounds for a fair settlement. The officer acts as a neutral mediator to assist the parties in reaching agreement.

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in sectors like railways, mines, and oilfields. By focusing on both dispute prevention and settlement, the organization plays a vital role in maintaining industrial peace and protecting the rights of workers in industries under federal jurisdiction.

74. (A) All parties to the industrial dispute, including all present and future workmen in the establishment.
Settlements reached during formal conciliation proceedings have a broad and powerful legal impact. Unlike bipartite settlements which only bind the signatories, a conciliation settlement is binding on all parties to the dispute. Crucially, it also extends to every workman currently employed in the establishment and even those who join the workforce in the future. This extensive reach ensures long-term industrial stability by preventing the same issues from being raised again by different groups of workers in the same establishment.

75. (A) P-3, Q-4, R-2, S-1
Authorities under the Industrial Disputes Act, 1947, possess distinct roles aimed at conflict management. The Works Committee serves as a bipartite consultative body for daily harmony. Conciliation Officers act in a mediatory capacity to facilitate settlements through persuasion. Labour Courts perform an adjudicatory role by delivering binding awards based on legal merits. Finally, a Court of Inquiry is purely a fact-finding authority tasked with investigating and reporting on specific matters. This specialized division of functions ensures a comprehensive approach to industrial relations.

76. (B) The prescribed model standing orders shall be deemed to be adopted.
The Industrial Employment (Standing Orders) Act, 1946, ensures that workmen are never without defined service conditions. If an establishment is covered by the Act but has not yet certified its own standing orders, the law provides a safety net. In such cases, the Model Standing Orders prescribed by the government are automatically deemed to apply to the establishment. This prevents management from operating under arbitrary rules and ensures that standard employment terms regarding hours, leave, and discipline remain in force.

77. (C) A shift from economic issues like wages and bonus to non-economic issues like retrenchment and modernization.
Industrial disputes in India have evolved significantly over the past few decades. While traditional demands for higher wages and bonuses remain important, there has been a noticeable shift toward conflicts centered on structural changes. Modern disputes are increasingly driven by management's efforts toward modernization, rationalization, and the resulting issues of retrenchment or job security. This trend reflects the broader economic transition where technological adoption and workforce flexibility have become major points of contention between labor unions and industrial management.

78. (B) 1, 2 and 4 only
Retrenchment of a workman who has completed one year of continuous service requires strict adherence to legal conditions. The employer must provide one month's notice or wages in lieu thereof and pay compensation calculated at fifteen days' average pay for every completed year of service. While these rules apply generally, it is important to note that termination due to continued ill-health is technically excluded from the definition of retrenchment. Compliance with these procedures ensures that displaced workers receive a basic financial cushion.

79. (A) The appropriate Government.
The power to initiate the formal adjudication or investigation of an industrial dispute rests solely with the appropriate government. If a dispute exists or is apprehended, the government can, at its discretion, refer the matter to a Board of Conciliation, a Court of Inquiry, a Labour Court, or an Industrial Tribunal. This referral power is a key tool for government intervention in industrial relations, allowing the state to ensure that significant conflicts are resolved through structured legal or investigative channels.

80. (B) Strike, if it involves cessation of work.
A hunger strike is a method of protest where individuals refuse food to press their demands. In an industrial context, if this action is undertaken by a group of workers and results in a concerted refusal to perform their duties, it falls under the legal definition of a strike. The defining characteristic is the cessation of work

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in combination. While the personal sacrifice is high, the legal classification depends on whether the workers have stopped production to exert pressure on the employer.

81. (B) 21 days
Section 9A of the Industrial Disputes Act, 1947, mandates that an employer must provide a formal notice of change before altering service conditions listed in the Fourth Schedule. The introduction of new automated machinery that leads to redundancy is a major change requiring such notice. The law prescribes a minimum notice period of twenty-one days before the change can be implemented. This period allows workers and their unions to raise concerns, seek clarification, or initiate a dispute through the available labor machinery.

82. (A) Both Statement I and Statement II are correct.
The Industrial Disputes Act, 1947, is a fundamental piece of social legislation in India. Its primary goal is to ensure industrial peace and harmony by providing a structured framework for the investigation and settlement of conflicts between labor and management. By establishing various authorities like conciliation officers and tribunals, the Act seeks to balance the bargaining power of workers with the interests of employers. This legal system is essential for maintaining production while protecting the social and economic welfare of workmen.

83. (B) Workmen who are governed by the Fundamental and Supplementary Rules.
The Industrial Employment (Standing Orders) Act, 1946, has a specific scope of application. It does not apply to certain categories of employees who are already governed by established government service rules. This includes workmen who are subject to the Fundamental and Supplementary Rules, Civil Services Rules, or other specific regulations applicable to government servants. Since these employees already have clearly defined and statutory service conditions, the requirement for certifying separate standing orders for them would be redundant under the legal framework.

84. (D) The Chief Labour Commissioner (Central).
The Central Industrial Relations Machinery (CIRM) is the primary administrative body responsible for maintaining labor peace in the central sphere. This organization is headed by the Chief Labour Commissioner (Central). The CIRM plays a vital role in preventing and settling industrial disputes through conciliation and ensures the enforcement of labor laws in sectors like railways, mines, and banks. As the head of this machinery, the Chief Labour Commissioner oversees a network of regional and local offices dedicated to labor-management harmony.

85. (C) Adjudication by a Labour Court
Measures for industrial disputes are classified as either preventive or curative. Preventive measures, such as the Code of Discipline, collective bargaining, and Joint Management Councils, aim to create a collaborative environment and resolve issues before they escalate. Adjudication by a Labour Court, however, is a curative or settlement machinery. It is activated only after a dispute has already arisen and other methods have failed. Adjudication involves a third party imposing a binding decision to settle the existing conflict through legal means.

86. (B) True
Under Section 10(3) of the Industrial Disputes Act, 1947, when an industrial dispute is referred to a Board, Court, or Tribunal, the appropriate government has the power to prohibit the continuance of any ongoing strike or lockout related to that dispute. If the parties continue their industrial action despite such a prohibitory order, the strike or lockout is deemed illegal. This provision ensures that the atmosphere remains calm and productive while the formal adjudication or conciliation process is working toward a final resolution.

87. (C) A dispute over the demand for higher wages and new allowances.
An interest dispute arises when workers seek new rights or better terms of employment that are not already established by law or contract. Demands for higher wages, new allowances, or improved benefits during collective bargaining are classic examples. Unlike rights disputes, which involve the interpretation of existing agreements, interest disputes are about creating new conditions of service. These conflicts are typically resolved through negotiation, conciliation, or adjudication

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to determine what is fair and reasonable for the future relationship between the parties.

88. (B) Bangalore Water Supply and Sewerage Board v. A. Rajappa
The landmark Supreme Court judgment in the Bangalore Water Supply case significantly broadened the scope of the term 'industry' under the Industrial Disputes Act, 1947. The court established a comprehensive "triple test" to determine if an activity qualifies as an industry, regardless of its profit motive or charitable nature. This ruling brought many organizations, including educational institutions and hospitals, under the purview of industrial law. It remains the most influential judicial interpretation, ensuring that a vast majority of workers are protected by industrial dispute mechanisms.

89. (B) 30 days
The Industrial Employment (Standing Orders) Act, 1946, provides a right to appeal for any party aggrieved by the Certifying Officer's decision. If an employer or workmen are dissatisfied with the certified standing orders or a refusal to certify, they must file an appeal within thirty days. The appeal is submitted to the designated Appellate Authority, which has the power to confirm, amend, or set aside the original order. This timeframe ensures that any legal challenges to service conditions are raised and resolved promptly.

90. (A) Both A and R are true and R is the correct explanation of A.
The Industrial Disputes Act, 1947, contains two distinct chapters for lay-off and retrenchment. Chapter VA provides general rules, while Chapter VB contains special, more stringent provisions for larger industrial establishments employing one hundred or more workmen. Under Chapter VB, employers must obtain prior permission from the appropriate government before implementing lay-offs, retrenchment, or closures. This requirement reflects a policy of providing higher protection to workers in large-scale industries and ensuring that such actions are scrutinized by the state to prevent arbitrary mass unemployment.

91. (C) Wages, including the period and mode of payment.
The jurisdiction of Labour Courts and Industrial Tribunals is defined by the Second and Third Schedules of the Industrial Disputes Act, 1947. While both can handle matters in the Second Schedule, such as the legality of strikes, certain complex issues are reserved for Industrial Tribunals under the Third Schedule. This includes disputes over wages, bonuses, and profit sharing. Since wage-related issues often involve broader economic considerations and affect the entire establishment, they are directed to the higher-level Industrial Tribunal for a comprehensive and binding adjudication.

92. (B) Central Government.
A National Tribunal is constituted by the Central Government to adjudicate industrial disputes of national importance or those affecting establishments in multiple states. Once the National Tribunal delivers its award, it must be submitted to the Central Government. The Central Government is then responsible for publishing the award in the Official Gazette within thirty days. This publication makes the decision of the National Tribunal official and binding, ensuring that critical industrial resolutions are formally communicated to all parties and the general public nationwide.

93. (D) illegal and outside the purview of the Industrial Disputes Act, 1947.
An industrial dispute must be connected to employment, non-employment, or terms of labor within an industry. Political strikes or bandhs, which are called by political parties to protest government policies rather than to press industrial demands, do not meet this criterion. Courts have consistently held that such actions are not protected under the Industrial Disputes Act, 1947. Consequently, participation in these political protests can be considered illegal industrial action, and workers involved may face disciplinary measures as they are not exercising a recognized statutory right.

94. (A) Operating as the 'appropriate government' for industries in the state sphere.
In the Indian federal system, labor administration is shared between the center and the states. The primary role of the State Labour Administration is to function as the 'appropriate government' for most industries operating within the state's

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boundaries, excluding those specifically reserved for the central sphere. This involves providing conciliation machinery, referring disputes to state-level labor courts or tribunals, and enforcing various state and central labor laws. Their goal is to maintain industrial harmony and protect the rights of the workforce in the local economy.

95. (B) 1, 3, 4 and 5 only
Retrenchment is broadly defined as the termination of service for any reason, but the law provides specific exclusions. Termination as a disciplinary measure for misconduct, voluntary retirement, and termination due to continued ill-health are not classified as retrenchment. Furthermore, the non-renewal of a fixed-term contract upon its expiry is also excluded. These distinctions are vital because retrenchment triggers specific legal obligations for notice and compensation, whereas these excluded categories of termination are governed by different legal principles and procedures under the Act.

96. (A) Prohibit employers from changing service conditions or taking punitive action against workmen during the pendency of proceedings.
Section 33 of the Industrial Disputes Act, 1947, serves as a crucial protective measure to maintain the status quo while a dispute is being formally resolved. It prohibits employers from unilaterally altering service conditions or dismissing workers for misconduct related to the dispute while proceedings are pending before a conciliation officer or tribunal. By requiring the employer to seek prior permission or approval, the law prevents victimisation and ensures that the resolution process is not undermined by arbitrary management actions during the conflict.

97. (C) Certainty and clarity in the employer-employee relationship.
The Industrial Employment (Standing Orders) Act, 1946, is designed to bring order to the workplace by requiring employers to formalize and publicize the rules of employment. By defining terms related to work hours, shift schedules, leave procedures, and disciplinary actions, the Act eliminates the ambiguity that often leads to friction. This certainty ensures that both management and workmen have a shared understanding of their daily rights and responsibilities. Consequently, the Act serves as a foundational tool for promoting harmonious and predictable industrial relations.

98. (B) binding on the parties who referred the dispute to arbitration.
When parties to an industrial dispute voluntarily agree to refer their conflict to arbitration under Section 10A of the Industrial Disputes Act, 1947, they commit to accepting the outcome. The resulting arbitration award is legally binding on all parties who signed the arbitration agreement. Once the award is published by the government, it carries the same weight as a decision from a Labour Court or Tribunal. This voluntary but binding process offers a faster, mutually chosen path to resolve industrial grievances definitively.

99. (D) The application or interpretation of an existing law, agreement or award.
A rights dispute centers on the enforcement or clarification of established legal or contractual entitlements. It typically arises when there is a disagreement over how an existing law, collective bargaining agreement, or previous industrial award should be applied to a specific situation. Examples include disputes over unpaid wages, wrongful dismissal, or the misinterpretation of a clause in certified standing orders. Unlike interest disputes, which seek new benefits, rights disputes are about ensuring that parties receive what they are already legally promised.

100. (A) P-2, Q-4, R-1, S-3
The Industrial Disputes Act, 1947, organizes various industrial matters into four key schedules to define administrative and judicial procedures. The First Schedule lists industries that can be declared public utility services. The Second Schedule specifies matters under the jurisdiction of Labour Courts, while the Third Schedule details those for Industrial Tribunals. Finally, the Fourth Schedule lists service conditions for which a notice of change is mandatory. This structural arrangement provides a clear roadmap for handling different aspects of labor-management relations and dispute resolution.

101. (B) Partial closure or closure of a part of an establishment.
Closure refers to the permanent shutting down of a place of employment or any part thereof. When an employer decides to permanently stop

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operations in one specific unit or department while continuing the rest of the business, it is termed a partial closure. Under the Industrial Disputes Act, 1947, even a partial closure requires the employer to follow legal procedures, including providing notice to the government and paying compensation to the affected workmen. This ensures that workers' rights are protected during organizational restructuring.

102. (A) Both Statement I and Statement II are correct.
A strike becomes illegal if it continues after a prohibitory order from the government or violates statutory notice requirements. Participation in such an action is a recognized ground for disciplinary action by the employer. However, courts have held that punishment must be proportionate and based on the individual's role in the illegal strike. Participating in a peaceful but technically illegal strike may not warrant dismissal for everyone automatically, as management must distinguish between those who merely joined and those who instigated violence or disruption.

103. (B) record and communicate the reasons for not doing so to the parties concerned.
The appropriate government has the discretionary power to decide whether to refer an industrial dispute for adjudication. However, this power must be exercised fairly and transparently. If the government chooses not to make a reference, Section 12(5) of the Industrial Disputes Act, 1947, mandates that it must record the reasons for its decision. These reasons must then be communicated to the parties involved. This requirement ensures accountability and allows the aggrieved parties to challenge the government's decision in a court of law.

104. (D) intention and reason behind the employer's action.
Lay-off and lockout both involve a stoppage of work initiated by the employer, but they are distinguished by their underlying purpose. A lay-off occurs when an employer is genuinely unable to provide work due to external factors like raw material shortages or power failures. In contrast, a lockout is a coercive tool used during a dispute to pressure workers into accepting management's terms. While a lay-off is an economic necessity, a lockout is a tactical weapon used in the process of collective bargaining and conflict resolution.

105. (A) Minor and major misconduct.
Model Standing Orders typically categorize acts of misconduct to ensure that disciplinary actions are fair and proportionate. Minor misconduct includes relatively small infractions like occasional lateness or minor neglect of duty, which usually result in warnings or small fines. Major misconduct involves serious violations such as theft, fraud, insubordination, or participation in illegal strikes, which can lead to dismissal or suspension. This classification provides a clear framework for management to handle disciplinary issues and ensures that workmen understand the potential consequences of their behavior.

106. (B) The Ministry of Labour and Employment
The Ministry of Labour and Employment is the apex central body responsible for formulating and coordinating labor policies across India. Its role includes drafting labor legislation, ensuring the enforcement of central laws, and coordinating the activities of various departments related to labor welfare and industrial relations. By acting as the central hub, the Ministry ensures that national labor standards are consistent and that the interests of both workers and employers are balanced in alignment with the country's broader economic and social development goals.

107. (D) Retrenchment of workmen
The 'last come, first go' principle is a fundamental rule for retrenchment under the Industrial Disputes Act, 1947. It mandates that when an employer needs to reduce the workforce, the workman who was most recently hired in a particular category should be the first to be let go. This principle ensures fairness and protects the seniority of long-term employees. An employer can only deviate from this rule by recording valid reasons, ensuring that the selection process for retrenchment is objective and not based on victimisation.

108. (A) All of the above.
An industrial dispute can be initiated by various parties under the legal framework. A trade union can raise a dispute on behalf of its members regarding collective issues like wages. Following

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Public utility services are governed by stricter strike regulations to prevent sudden disruptions to essential community needs. Under the Industrial Disputes Act, 1947, workers in these services must provide a mandatory fourteen-day notice before going on strike. If a strike is initiated without fulfilling this notice requirement, or while conciliation is pending, it is legally classified as an illegal strike. Such a classification removes the statutory protections for the workers and can lead to disciplinary actions by the employer and penalties under the law for the illegal conduct.

123. (D) Advise the state government on matters concerning labour policy and administration.
The State Labour Advisory Board is a tripartite body consisting of representatives from the government, employers, and labor unions. Its primary role is consultative rather than executive or judicial. The board meets to discuss and advise the state government on broad issues related to labor policy, the implementation of labor laws, and measures to promote industrial harmony within the state. By facilitating dialogue among the key stakeholders, the board helps the government formulate balanced and effective labor regulations that reflect the needs of the local industrial ecosystem.

124. (A) Made in pursuance of a settlement or award.
While Section 9A usually requires a twenty-one day notice for changes in service conditions, the law provides certain practical exceptions. No notice of change is necessary when the modifications are being implemented as a direct result of a formal settlement reached between the parties or a binding award given by a Labour Court or Tribunal. Since these changes have already gone through a process of negotiation or adjudication where the parties had their say, the requirement for a further notice period is waived to allow for immediate and lawful implementation.

125. (C) Section 9C
Section 9C of the Industrial Disputes Act, 1947, mandates that every industrial establishment employing fifty or more workmen must establish a Grievance Settlement Authority. This provision aims to create an internal bipartite mechanism for the prompt resolution of individual grievances arising from daily employment. By requiring a formal structure for addressing complaints at the workplace level, the law seeks to prevent minor issues from escalating into major industrial disputes that would require external adjudication or conciliation intervention.

126. (A) intended to be a warning and is typically of a short duration.
A token strike is a brief work stoppage, often lasting just a few hours or a single day, used by labor unions as a symbolic protest. It serves as a warning to management that workers are prepared to take more serious and prolonged industrial action if their demands are not addressed. Because it is short, it causes limited economic damage while effectively demonstrating the collective strength and resolve of the workforce. It is a strategic tool used in the early stages of a dispute or negotiation.

127. (D) Collective Bargaining
The Industrial Disputes Act, 1947, establishes several formal machineries for the settlement of disputes, including conciliation, adjudication by courts or tribunals, and voluntary arbitration. However, collective bargaining is not listed as a machinery under the Act itself. Instead, collective bargaining is a voluntary, bipartite process that the Act seeks to encourage and support. While the other machineries involve third-party intervention, collective bargaining is the direct negotiation between parties. It is a foundational practice of industrial relations that operates alongside the statutory dispute resolution mechanisms provided.

128. (B) 6 months from the date on which they came into operation.
To ensure stability and prevent frequent changes in service conditions, the Industrial Employment (Standing Orders) Act, 1946, imposes a time restriction on modifications. Once standing orders are certified and come into operation, they cannot be modified by either the employer or the workmen for a period of six months, unless both parties agree to the change in writing. This cooling-off period ensures that the newly certified rules have a chance to be implemented and provide a stable framework for the employer-employee relationship before being subject to further changes.

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It often begins at the bipartite level within the establishment, such as through discussions in a Works Committee. If internal efforts fail, the matter moves to formal conciliation proceedings where a government officer intervenes. If conciliation fails, the appropriate government may then refer the dispute to a Labour Court for adjudication. The final stage is the delivery and official publication of the court's award, which provides a binding resolution to the conflict.

116. (D) To guarantee maximum profits for the employers.
The Industrial Disputes Act, 1947, is a social welfare legislation aimed at promoting industrial harmony and social justice. Its primary objectives include providing machinery for the peaceful settlement of disputes, encouraging collective bargaining, and protecting the economic interests of workmen through rules on lay-off and retrenchment. While the Act recognizes the importance of a viable industry, its purpose is not to guarantee maximum profits for employers. Instead, it seeks to balance the rights of labor and management to ensure a stable and fair industrial environment for all.

117. (B) Lockout
A lockout is a tactical measure used by an employer during an industrial dispute where they refuse to allow employees to continue working. By physically barring workmen from the premises or suspending work, management aims to pressure the union into accepting their terms. This action is the employer's equivalent of a strike. Unlike retrenchment or closure, a lockout is temporary and intended to resolve a conflict. The legality of a lockout depends on its adherence to notice requirements and its occurrence during or outside of official conciliation or adjudication proceedings.

118. (C) The Chief Labour Commissioner (Central) organization.
Enforcement of the Industrial Employment (Standing Orders) Act, 1946, in the central sphere is the responsibility of the Central Industrial Relations Machinery. This organization is led by the Chief Labour Commissioner (Central) and includes a network of Regional Labour Commissioners and Assistant Labour Commissioners. These officials act as Certifying Officers and ensure that establishments under central jurisdiction, such as railways and mines, comply with the legal requirements for defining and certifying their service conditions. This centralized enforcement ensures consistency across key national industries and sectors.

119. (D) Stay-in or sit-down strike
A pen-down strike is a specific variation of a sit-down strike, typically occurring in clerical or white-collar environments. In this form of protest, employees report to their desks but refuse to use their pens or perform any administrative tasks. Like other stay-in strikes, the workers remain at the workplace but concertedly cease work to exert pressure on management. This method is highly visible and disruptive to office operations while allowing workers to maintain their presence on the employer's premises during the period of the industrial dispute.

120. (B) 1, 3 and 4
The Fifth Schedule of the Industrial Disputes Act, 1947, prohibits various unfair labor practices to ensure industrial justice. Employers are prohibited from changing seniority ratings wantonly, discharging workers for filing legal complaints, and failing to implement settlements or awards. However, refusing to bargain with an unrecognized union is generally not listed as an unfair labor practice, as the legal obligation to bargain is typically tied to recognition. These prohibitions protect individual workers and the integrity of the collective bargaining and dispute resolution processes within the industrial setting.

121. (C) Both (A) and (B).
Certified standing orders can be challenged in a court of law on multiple grounds to ensure they protect the rights of both parties fairly. A challenge can be raised if the orders are not in conformity with the provisions of the Act or if they are considered unfair or unreasonable. Since the Certifying Officer has the power to adjudicate on the fairness of the rules, their decision can be reviewed by the judiciary. This legal oversight prevents employers from imposing harsh or illegal service conditions and ensures the standing orders are balanced.

122. (B) Illegal

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an amendment, an individual workman can also raise a dispute over their own dismissal or discharge without needing union support. Furthermore, disagreements between different employers can also be classified as industrial disputes. This broad access ensures that various types of conflicts within the industrial sphere can be addressed through formal conciliation and adjudication machinery.

109. (C) Indulging in acts of force or violence to compel the employer to accept demands.
The Fifth Schedule of the Industrial Disputes Act, 1947, prohibits unfair labor practices by both employers and labor unions. For unions, prohibited acts include using violence, coercion, or intimidation to force an employer to agree to their demands. While peaceful strikes and presenting charters of demands are legitimate tools of collective bargaining, resorting to physical force or illegal gheraos undermines the process of industrial peace. Such actions can lead to legal penalties and the loss of statutory protection for the workers and their union.

110. (A) Both A and R are true and R is the correct explanation of A.
In India, the right to strike is not a fundamental right under the Constitution, but it is recognized as a limited statutory right under industrial law. The Industrial Disputes Act, 1947, provides the legal framework for strikes while imposing several conditions, such as notice requirements and prohibitions during legal proceedings. These restrictions are intended to prevent sudden disruptions to the economy and ensure that disputes are resolved through negotiation. Therefore, while workers can strike to press their demands, they must adhere to the specific procedural rules established by the law.

111. (D) a chairman and two or four other members.
A Board of Conciliation is a tripartite body that can be constituted by the appropriate government to resolve an industrial dispute. It consists of a chairman, who is an independent person, and either two or four other members. These members are appointed in equal numbers to represent the interests of the employer and the workmen respectively. This balanced composition ensures that both sides of the dispute have a voice in the conciliation process, facilitating a more comprehensive and fair attempt at reaching an amicable settlement.

112. (B) Civil Court
To effectively perform their duties, Certifying Officers under the Industrial Employment (Standing Orders) Act, 1946, are granted certain judicial powers. Specifically, they possess the powers of a Civil Court for purposes such as receiving evidence, administering oaths, and enforcing the attendance of witnesses. These powers allow the Certifying Officer to conduct formal hearings and thoroughly examine the draft standing orders and any objections filed. This ensures that the certification process is based on a structured and legally sound examination of the facts and arguments presented.

113. (C) 90 days
Under Chapter VB of the Industrial Disputes Act, 1947, larger industrial establishments employing one hundred or more workmen are subject to stricter regulations regarding closure. An employer wishing to permanently shut down such an establishment must provide a minimum notice of ninety days to the appropriate government. This long notice period allows the government to examine the reasons for closure and explore possibilities for saving jobs. It also provides affected workmen with more time to seek alternative employment and receive their statutory compensation before the final shutdown.

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114. (D) All of the above.
For the purpose of determining eligibility for lay-off and retrenchment compensation, 'continuous service' is defined broadly under the Industrial Disputes Act, 1947. It includes periods where work might have been interrupted by factors beyond the workman's control, such as sickness, authorized leave, or an accident. Importantly, interruptions caused by a legal strike, a lockout, or a non-voluntary cessation of work are also counted as part of continuous service. This ensure that workers do not lose their seniority and statutory benefits due to temporary and recognized breaks in active duty.

115. (A) 3, 2, 1, 4
The resolution of an industrial dispute typically follows a progressive sequence of intervention.

129. (C) Statement I is correct, but Statement II is incorrect.
The Central Government has the power to refer any industrial dispute of national importance to a National Tribunal. While National Tribunals are often used for disputes involving multi-state establishments to ensure uniformity, this is not the only option. The government can still choose to refer such disputes to regular Industrial Tribunals if appropriate. The key criterion for a National Tribunal is the significance of the issues involved rather than just the geographical spread of the company's branches. Therefore, multi-state presence does not automatically mandate a National Tribunal reference.

130. (A) Both A and R are true and R is the correct explanation of A.
A lockout is a legitimate weapon used by employers in the process of collective bargaining, serving as the management's counterpart to a strike. By temporarily closing the workplace or refusing to employ the workforce, the employer exerts economic pressure on workers to accept specific employment terms or resolve a dispute. It is often a defensive or tactical response to industrial unrest or strike threats. While it is a coercive measure, its use is regulated by law to ensure that it does not lead to illegal or arbitrary work stoppages.

131. (C) A final or interim determination of an industrial dispute.
Under the Industrial Disputes Act, 1947, an 'award' is the formal decision delivered by an adjudicatory body like a Labour Court, Industrial Tribunal, or National Tribunal. This determination can be a final resolution of the entire dispute or an interim decision on a specific part of the conflict. An award is legally binding on the parties involved once it is published by the appropriate government. It represents the conclusion of the formal adjudication process and provides the legal basis for enforcing the rights and obligations established by the court.

132. (D) An office-bearer of a registered trade union connected with the establishment.
A 'protected workman' is an office-bearer of a registered trade union who is granted special legal protection during the pendency of an industrial dispute. To prevent victimisation, an employer cannot take any disciplinary action or change the service conditions of a protected workman without the prior express permission of the authority before which the dispute is pending. This protection ensures that union leaders can effectively represent the interests of the workforce during a conflict without fear of personal retaliation from the management, thus preserving industrial democracy.

133. (A) Often lengthy, expensive, and encourages litigation.
Adjudication is a compulsory method of dispute resolution where a third party imposes a binding decision. A major criticism of this process is that it often becomes overly legalistic and time-consuming. Disputes can linger in labor courts for years, leading to significant expenses for both employers and workers. Furthermore, the adversarial nature of court proceedings can damage long-term industrial relations and encourage a culture of litigation rather than mutual cooperation. These drawbacks are why voluntary methods like collective bargaining and conciliation are often preferred as first-line resolution strategies.

134. (B) Decrease in the average duration of strikes.
Modern industrial relations are characterized by several evolving trends, including the rise of unionism among white-collar and service sector workers and the localization of disputes at the enterprise level. However, it is not a characteristic trend that the average duration of strikes has consistently decreased. In many cases, strikes can become prolonged as parties grapple with complex issues like modernization and structural changes. While the frequency of large-scale strikes has declined, individual disputes at the plant level can still result in significant and lengthy work stoppages depending on the conflict.

135. (B) P-3, Q-1, R-4, S-2
The Industrial Disputes Act, 1947, uses specific sections to establish key definitions and legal powers. Section 2(j) provides the vital definition of 'Industry', which determines the Act's scope. Section 2A is a significant provision that deems the dismissal of an individual workman to be an industrial dispute, even without union backing. Section 10 grants the government the power to

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refer disputes to adjudicatory bodies. Lastly, Section 33C(2) empowers Labour Courts to calculate and execute monetary claims under an award. Together, these sections form a comprehensive legal framework.

136. (B) A district judge or an additional district judge for not less than 3 years.
To ensure that adjudication is conducted by individuals with sufficient legal expertise and judicial experience, the Industrial Disputes Act, 1947, sets specific qualifications for presiding officers. For a Labour Court, a person is qualified if they have served as a district judge or an additional district judge for a minimum of three years. This requirement ensures that the presiding officer is capable of properly interpreting labor statutes, weighing evidence, and delivering legally sound and fair awards that can withstand judicial scrutiny and promote industrial justice for all parties.

137. (D) All of the above.
The state-level Labour Commissioner's office is a multifaceted organization responsible for the broad administration of labor laws within its jurisdiction. It serves as the primary enforcement agency for various labor legislations. Additionally, the Commissioner or their deputies act as Certifying Officers and Appellate Authorities under the Industrial Employment (Standing Orders) Act, 1946. By combining enforcement, certification, and appellate functions, the office plays a centralized and vital role in maintaining industrial peace, protecting workers' rights, and ensuring that employment conditions are formalized and fair across the state's industries.

138. (A) 1 and 5 only
Industrial disputes are driven by various factors, but economic ones directly relate to the financial interests of the parties. Demands for better wages and allowances, as well as issues surrounding layoff and retrenchment compensation, are primary economic drivers because they impact workers' livelihoods and company costs. Other factors like technological changes, union rivalry, or victimisation are classified as organizational, political, or personnel-related causes. While all can lead to conflict, the economic category is specifically concerned with the direct monetary aspects of the employer-employee relationship and its termination.

139. (D) An illegal strike
An industrial action is classified as an illegal strike if it is initiated in violation of the specific procedural requirements laid down in the Industrial Disputes Act, 1947. This includes striking without proper notice in a public utility service, or striking during the pendency of conciliation or adjudication proceedings. An illegal strike lacks statutory protection, meaning participants may face disciplinary action and the union may lose certain legal benefits. The term specifically refers to the failure to follow the legal roadmap provided by the state for legitimate labor protest.

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140. (B) A voluntary code based on moral sanctions, agreed upon by central organizations of employers and workers.
The Code of Discipline, adopted in 1958, represents a significant non-statutory approach to industrial relations in India. It is a voluntary set of guidelines agreed upon by major employer and labor organizations to promote mutual respect and industrial peace. The code relies on moral sanctions and social pressure rather than legal penalties. It outlines the responsibilities of both management and unions to avoid unilateral actions, resolve disputes through negotiation, and discourage violence or coercion. It reflects a commitment to a cooperative industrial culture beyond formal legal requirements.

141. (C) Section 11A
Section 11A was added to the Industrial Disputes Act, 1947, to grant broader powers to Labour Courts and Tribunals when dealing with cases of worker dismissal or discharge. It empowers these bodies to review the evidence and, if they find the punishment unjustified, set aside the employer's order. The court can then direct the reinstatement of the workman or provide other appropriate relief, such as compensation. This provision ensures that judicial bodies can provide meaningful justice to workers who have been unfairly terminated, rather than just reviewing procedural errors.

142. (D) The Certifying Officer

Modification of certified standing orders follows a formal process similar to the original certification. Any proposed changes by the employer or the workmen must be submitted for approval to the Certifying Officer. The officer's role is to ensure that the modifications are in accordance with the law and are fair to both parties. This includes notifying the other party and hearing any objections. Only after the Certifying Officer is satisfied and officially certifies the modifications do the changes become legally valid and part of the establishment's service conditions.

143. (A) General Strike for political reasons
A strike aimed at influencing government policy rather than addressing a specific grievance with an employer is categorized as a political strike. When such an action is large-scale and spans multiple industries, it is a general strike for political reasons. These actions are generally outside the purview of the Industrial Disputes Act, 1947, as they do not constitute a dispute between workers and their own employer over terms of labor. Consequently, they often lack the statutory protection granted to regular industrial strikes and may be viewed as illegal work stoppages.

144. (B) Provide training and education to workers in trade unionism and industrial relations.
The Central Board for Workers' Education is a statutory body dedicated to empowering the workforce through knowledge. Its primary mission is to provide training programs that educate workers about their rights, the principles of trade unionism, and the dynamics of industrial relations. By improving workers' understanding of labor laws and collective bargaining, the board aims to foster a more informed and responsible labor movement. This education is essential for promoting effective worker participation in management and contributing to more stable and constructive relationships between labor and management.

145. (A) Both Statement I and Statement II are correct.
Under the Industrial Disputes Act, 1947, go-slow is not included in the definition of a strike because it does not involve a total cessation of work. Instead, workers remain on duty but deliberately reduce productivity. Despite this technical distinction, judicial bodies have consistently held go-slow to be a serious form of misconduct. It is viewed as a clandestine and unfair practice that causes deliberate economic loss to the employer while the worker still claims wages. Therefore, participation in go-slow can legally justify severe disciplinary actions, including dismissal.

146. (C) It is done without complying with the provisions of the Industrial Disputes Act, 1947.
A closure is the permanent shutting down of a business or a part of it. While employers have a right to close their business, they must follow the mandatory procedures laid down in the Industrial Disputes Act, 1947. This includes providing the required notice to the government and paying compensation to the affected workmen. If an employer fails to comply with these statutory requirements, the closure is deemed illegal. An illegal closure can lead to penalties for the employer and entitles the workmen to back wages and continued service benefits.

147. (B) Voluntary Arbitration
Preventive measures for industrial disputes are those that aim to foster a harmonious environment and resolve differences before a formal conflict arises. Works Committees, Joint Management Councils, and collective bargaining are all designed for this proactive purpose. In contrast, voluntary arbitration is a settlement machinery. It is typically activated after a dispute has already been raised and other efforts like conciliation have failed. Arbitration involves a third party making a binding decision to end an existing dispute, making it curative rather than purely preventive in nature.

148. (D) Incorrect, it regulates conditions of employment, not recruitment.
The Industrial Employment (Standing Orders) Act, 1946, focuses on formalizing the rules that govern workers once they are already employed in an establishment. It requires employers to define and certify conditions such as working hours, leave, shift systems, and disciplinary procedures. However, the Act does not typically regulate the initial recruitment process or the policies for hiring new staff. Its primary aim is to provide clarity and prevent friction in the ongoing employer-employee relationship rather than managing the human resources activities

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by the Central Government's machinery, such as the Chief Labour Commissioner (Central), rather than by state authorities. This centralized oversight ensures that industrial relations in organizations with national significance are managed consistently across the country, regardless of where their specific branches or offices are located.

202. (D) Statement I is incorrect, but Statement II is correct.
The Industrial Employment (Standing Orders) Act, 1946, does not apply to top management; its scope is limited to 'workmen' as defined by the law. However, a significant feature of the Act is the power granted to the Certifying Officer. Since an amendment in 1956, the officer is specifically authorized to adjudicate upon the fairness or reasonableness of the draft standing orders. This means the officer can modify the rules proposed by the employer if they are found to be unjust to the workmen, ensuring that the certified conditions are balanced and fair.

203. (D) Interest dispute
An interest dispute arises when workers seek to establish new rights or better conditions of employment that are not yet part of any law or contract. A disagreement over the quantum of an annual bonus is a classic example because it involves a negotiation for a benefit for the future. Unlike rights disputes, which are about enforcing current rules, interest disputes are about creating new ones. These conflicts are usually settled through collective bargaining, conciliation, or a tribunal's decision on what constitutes a fair and reasonable outcome for both parties involved.

204. (B) Collective Bargaining
Collective bargaining is the cornerstone of industrial democracy and a primary method for resolving labor-management differences. It is a voluntary, bipartite process where representatives of the employer and the workmen's union negotiate to reach a mutual agreement on various employment terms, such as wages, hours, and benefits. The goal is to settle disputes amicably without third-party intervention. By facilitating direct dialogue and compromise, collective bargaining helps build stable industrial relationships and ensures that the needs and interests of both management and labor are addressed through a shared decision-making process.

205. (D) Court of Inquiry is empowered to give a binding award to settle the dispute.
While the Industrial Disputes Act, 1947, provides various machineries for dispute resolution, they have different powers. Conciliation facilitates settlements, and adjudication and arbitration result in binding awards. However, a Court of Inquiry is purely an investigative and fact-finding body. Its role is to inquire into matters related to a dispute and submit a report to the government. It does not have the legal authority to deliver a final, binding award to settle the conflict. The Court's report only serves as an informative tool to help the government decide on subsequent actions.

206. (B) It is declared during the pendency of conciliation proceedings.
In non-public utility services, the legal requirements for industrial action are less stringent regarding notice, but certain fundamental prohibitions still apply. A lockout is deemed illegal if it is declared while conciliation proceedings are pending before a Board. The law prohibits such coercive actions during the formal resolution process to allow the parties to negotiate in a calm environment. Initiating a lockout while a neutral body is actively working to settle the dispute undermines the legal framework and can lead to penalties for the employer and a loss of industrial peace.

207. (C) Collective Bargaining
Industrial disputes are expressions of conflict between labor and management, taking forms like strikes, lockouts, and picketing. These are methods used to exert pressure during a disagreement. In contrast, collective bargaining is not a form of dispute but a process for resolving them. It is the constructive negotiation between parties to reach an agreement and avoid or settle conflicts. While a breakdown in bargaining can lead to a dispute, the act of bargaining itself is the primary tool for cooperation and mutual resolution of differences in the industrial relationship.

208. (B) 1, 3 and 4 only
The Industrial Disputes Act, 1947, provides for voluntary arbitration as an alternative to

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conditions that require a formal twenty-one day notice. These are listed in the Fourth Schedule and include the introduction of rationalization, standardization, or technical improvements that may affect the workforce. Since such changes can significantly alter job roles, workloads, or even lead to redundancy, the law ensures that workers are informed in advance. This notice period provides an opportunity for consultation or for raising a dispute before the changes are implemented by the management.

156. (A) All of the above.
The Industrial Disputes Act, 1947, prohibits strikes and lockouts during specific periods to ensure that formal resolution processes are not undermined by industrial action. This prohibition applies whenever conciliation proceedings are pending before a Board or when adjudication is ongoing before a Labour Court or Tribunal. Additionally, industrial action is prohibited regarding any matter that is already covered by a valid and operating settlement or award. These restrictions are essential for maintaining industrial peace and allowing the statutory machinery to function effectively without the pressure of active work stoppages.

157. (B) Labour Bureau, Shimla
The Labour Bureau, with its headquarters in Shimla, is the premier national organization dedicated to labor statistics in India. Its primary role involves the collection, compilation, and dissemination of a wide range of data, including information on industrial disputes, strikes, lockouts, and workforce participation. This statistical information is vital for policymakers, researchers, and industrial relations practitioners to analyze trends, assess the health of the industrial environment, and formulate effective labor policies. The Bureau's data serves as the official record of the industrial relations climate in the country.

158. (D) All 1, 2, 3 and 4
The Industrial Disputes Act, 1947, is a comprehensive piece of national legislation applicable throughout India. Its multifaceted objectives include both the prevention of conflicts through consultative bodies and the settlement of disputes through formal machinery. To achieve this, the Act provides precise definitions for key terms like 'workman' and 'employer' and establishes a permanent adjudication framework. This framework includes Labour Courts, Industrial Tribunals, and National Tribunals. Together, these elements create a structured and legally binding system for managing and resolving various types of industrial disagreements nationwide.

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159. (D) Lockout
A lockout is defined under the Industrial Disputes Act, 1947, as the employer's act of temporarily closing a place of employment or refusing to provide work to a group of employees. This action is used as a tactical tool during an industrial dispute to compel workers to accept management's terms. It is distinguished from closure by its temporary nature and from retrenchment by its intent as a bargaining weapon. A lockout represents the management's side of industrial warfare, intended to resolve conflict through the suspension of the employment relationship until an agreement is reached.

160. (B) An authority appointed by the appropriate Government by notification in the Official Gazette.
The Industrial Employment (Standing Orders) Act, 1946, ensures that any party dissatisfied with a Certifying Officer's decision has a legal path for review. For this purpose, the appropriate government appoints an Appellate Authority through an official notification. This authority is usually a senior labor official or a judicial officer. The Appellate Authority has the power to hear appeals against the certification of standing orders and can confirm, amend, or set aside the original decision. This provides a necessary check and balance in the process of formalizing industrial service conditions.

161. (C) Requires a notice of change under Section 9A of the Industrial Disputes Act, 1947.
Introducing a new shift system is a significant change in the conditions of service, as it directly affects the working hours and daily routines of the workforce. Such a modification is covered under the Fourth Schedule of the Industrial Disputes Act, 1947. Consequently, the employer is legally required to provide a twenty-one day notice of change under Section 9A before implementing the new system. This mandatory

175. (B) 1, 2 and 4 only
The Industrial Employment (Standing Orders) Act, 1946, requires larger establishments with at least one hundred workmen to formalize their service rules. Employers have a six-month window from the Act's applicability to submit their draft orders. Crucially, once certified, these standing orders carry the force of law and will override any individual employment contract if there is a conflict. While the Act excludes top managers, it does apply to various categories of workmen. These rules ensure that employment terms are standardized, transparent, and legally binding for all subordinate staff in the establishment.

176. (B) One year from the date on which the award becomes enforceable.
An award given by a Labour Court or Industrial Tribunal is not perpetual but has a specified period of operation to allow for future adjustments. According to the Industrial Disputes Act, 1947, an award typically remains in force for one year from the date it becomes legally enforceable. After this period, either party can give notice of their intention to terminate the award, which may lead to fresh negotiations or a new dispute. This time limit ensures that industrial settlements can evolve in response to changing economic conditions and the needs of management and labor.

177. (D) Strike
While a hunger strike is a personal form of protest involving fasting, its legal classification in an industrial setting depends on its collective impact. If a group of workers undertakes a hunger strike together and this action leads to a concerted cessation of work, it meets the statutory definition of a strike under the Industrial Disputes Act, 1947. The defining element is the joint refusal to perform duties as a means of exerting pressure on the employer. Therefore, despite the specific method of protest, the resulting work stoppage is treated as an industrial strike by the law.

178. (A) To make a binding award on the parties.
A Conciliation Officer's role is strictly mediatory and facilitative. Their primary duties are to investigate the dispute and persuade the management and labor to reach an amicable, voluntary settlement. If successful, they record the settlement; if not, they submit a failure report to the government. Crucially, the officer does not have judicial powers and cannot impose a resolution or give a binding award. Only adjudicatory bodies like Labour Courts or Industrial Tribunals have the legal authority to deliver an award that the parties must legally follow.

179. (C) The Fifth Schedule
The 1982 amendment to the Industrial Disputes Act, 1947, introduced a significant new component: the Fifth Schedule. This schedule contains an exhaustive list of activities that are legally classified as 'Unfair Labour Practices'. These practices are prohibited for both employers and trade unions to ensure fairness and integrity in industrial relations. By providing a clear list of prohibited conducts, such as victimisation or coercion, the schedule allows for legal action and penalties against parties who engage in behavior that undermines the principles of harmonious collective bargaining and industrial justice.

180. (D) The Industrial Employment (Standing Orders) Act, 1946.
When a workman is suspended pending a domestic enquiry into alleged misconduct, they are entitled to a subsistence allowance to maintain their livelihood. The rules governing the payment and amount of this allowance are primarily found in the Industrial Employment (Standing Orders) Act, 1946. The Act specifies the minimum percentage of wages that must be paid during suspension and how this amount increases if the enquiry is excessively delayed. These provisions protect the worker's basic financial security while the employer's disciplinary process is underway, ensuring a fair treatment of the accused employee.

181. (B) The employer
A lockout is a tactical industrial action initiated by management. It involves the temporary closing of the workplace or a refusal by the employer to allow employees to continue their work. Like a strike is a weapon for workers, a lockout is the equivalent weapon for the employer. Its purpose is to exert economic pressure on the workforce and their union to accept certain terms or resolve a dispute in favor of the management. While powerful, the use of a lockout is regulated by law

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permanent termination of surplus labor. A lockout is a temporary work stoppage used as a tactical weapon during a dispute. Closure is the permanent shutting down of the entire place of business. Understanding these distinctions is crucial because each action is governed by different legal requirements for notice, compensation, and government permission under the Industrial Disputes Act, 1947.

169. (D) Shareholder-employee
The Model Standing Orders provide a standard classification of workmen to ensure clear service conditions for various roles. Common categories include permanent workmen, probationers, badlis (substitutes), and temporary or casual workers. These classifications help define the rights and benefits associated with each type of employment. However, 'shareholder-employee' is not a standard category recognized under these orders. While an employee may happen to own shares in a company, their status as a workman is determined by their job role and contract, not by their potential ownership of company equity.

170. (A) Both A and R are true and R is the correct explanation of A.
The Industrial Disputes Act, 1947, distinguishes between settlements based on how they were reached. A bipartite settlement reached outside of conciliation only binds the specific parties who signed the agreement. However, a settlement arrived at during formal conciliation proceedings has a much broader legal reach. It is binding not only on the immediate parties but also on all present and future workmen in the establishment. This wider applicability makes conciliation a preferred method for achieving long-term industrial stability and preventing the recurrence of disputes over the same issues by different groups.

171. (C) two or more unions fight over which union's members should perform a particular job.
A jurisdictional strike is a specific type of industrial conflict that arises from inter-union rivalry rather than a direct dispute with the employer. It occurs when two or more unions disagree over which group of workers has the right to perform a certain task or which union should represent a particular category of employees. These strikes put the employer in a difficult position as they are caught between competing labor organizations. Such conflicts highlight the complexities of labor representation and the challenges of maintaining peace when multiple unions are present in the same establishment.

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172. (D) The appropriate Government.
When a Conciliation Officer fails to bring the disputing parties to an amicable settlement, their formal role in that dispute concludes with the submission of a failure report. This report must be sent to the appropriate government, detailing the facts of the case and the reasons why a settlement could not be reached. The submission of this report is a critical step because it provides the government with the necessary information to decide whether the dispute should be referred for adjudication by a Labour Court or Tribunal or if other actions are required.

173. (A) Providing conciliation and mediation services for disputes in the state sphere.
State Labour Departments are essential for maintaining industrial peace within their respective states. Their primary contribution is the provision of a structured conciliation and mediation machinery to resolve disputes in industries that fall under the state's jurisdiction. By intervening early in conflicts, state labor officers help management and unions reach settlements without resorting to strikes or lockouts. This local presence and expertise are vital for addressing grievances promptly and ensuring that the industrial environment remains stable and conducive to economic activity within the state's borders.

174. (B) It is a statutory, bipartite, and consultative body.
A Works Committee is a formal body mandated by the Industrial Disputes Act, 1947, for establishments employing one hundred or more workmen. It is a bipartite organization, meaning it consists of equal representatives from both management and labor. Its primary function is consultative; it provides a forum for discussing daily operational issues and resolving minor grievances to preserve workplace amity. Unlike adjudicatory bodies, the committee does not give binding decisions, and unlike negotiating bodies, it focuses on cooperation rather than high-level collective bargaining over wages or major policy.

notice period allows workmen and their unions to raise objections or seek negotiations, ensuring that major changes are not unilaterally imposed without prior formal communication.

162. (C) Statement I is correct, but Statement II is incorrect.
The Central Government has the authority to refer industrial disputes of national importance or those affecting multi-state establishments to a National Tribunal for adjudication. However, it is incorrect to say that the National Tribunal's award cannot be challenged. While the award is final within the statutory framework of the Industrial Disputes Act, it remains subject to judicial review by the High Courts and the Supreme Court under their constitutional powers. This ensures that the Tribunal's decisions are legally sound and do not violate the fundamental rights or principles of natural justice.

163. (B) Intervene and try to bring about a settlement through conciliation.
When a strike occurs in an industry under central jurisdiction, such as a nationalized bank or railway, the Chief Labour Commissioner (Central) acts as the primary mediator. Their role is to intervene promptly and initiate conciliation proceedings between the management and the union. The goal is to facilitate communication, identify areas of compromise, and help the parties reach an amicable settlement to end the work stoppage. The Commissioner acts as a neutral facilitator rather than a judicial authority, focusing on restoring industrial peace through persuasion and negotiation.

164. (D) Violent and obstructs free movement of people.
Picketing is a recognized form of industrial action where workers gather near the workplace to inform others about the dispute and persuade them not to work. It is generally legal if conducted in a peaceful and non-threatening manner. However, picketing becomes illegal if it involves the use of force, intimidation, or violence. Specifically, if picketers obstruct the free movement of people or vehicles, or block the entrance to the establishment, they are committing a wrongful act. Peaceful picketing is a protected form of expression, but violent obstruction is strictly prohibited by law.

165. (A) 4, 3, 2, 1
An industrial dispute typically escalates through a series of stages. It often starts with failed bipartite negotiations, where the employer and union cannot reach an agreement. This failure may lead the union to issue a strike notice. Following this, a conciliation officer may intervene, and if those efforts also fail, a failure report is submitted to the government. Finally, the government may decide to refer the unresolved dispute to an Industrial Tribunal for a binding adjudication. This sequence reflects the movement from voluntary resolution efforts toward formal third-party legal intervention.

166. (A) If the workman refuses to accept alternative employment in another establishment belonging to the same employer in the same town.
While workmen on the muster rolls are generally entitled to lay-off compensation, the law provides certain disqualifying conditions to prevent misuse. One such condition is when an employer offers the laid-off workman suitable alternative employment in the same town or within a specific radius. If the workman refuses this offer without a valid reason, they forfeit their right to receive compensation for the lay-off period. This provision encourages workforce flexibility and ensures that compensation is only paid when the employer is truly unable to provide any productive work for the employee.

167. (C) The Code of Discipline in Industry
Statutory measures are those established by specific laws enacted by the legislature. The Industrial Disputes Act, the Industrial Employment (Standing Orders) Act, and the Trade Unions Act are all statutory because they are part of the formal legal code of the country. In contrast, the Code of Discipline is a non-statutory or voluntary measure. It is a set of guidelines agreed upon by central organizations of employers and labor. While it is influential in promoting industrial harmony, it lacks the force of law and relies on moral and social sanctions for compliance.

168. (B) P-3, Q-2, R-4, S-1
Key industrial terms are defined by the nature and intent of the employer's action. A lay-off is a temporary inability to provide work due to external shortages. Retrenchment is the

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to ensure it follows specific notice and procedural requirements.

182. (A) Both Statement I and Statement II are correct.
The Industrial Disputes Act, 1947, stands as the cornerstone of labor law in India for managing conflicts. It provides a comprehensive and structured framework that addresses both the prevention of industrial disputes through consultative bodies like Works Committees and the settlement of existing conflicts through conciliation, arbitration, and adjudication. By offering various legal pathways and authorities, the Act seeks to balance the interests of labor and management, ensuring that industrial relations are governed by rules and procedures rather than arbitrary actions, thereby promoting long-term industrial peace and stability.

183. (D) A skilled manual operator working on a machine.
The definition of 'workman' under the Industrial Disputes Act, 1947, centers on the nature of the work performed. It includes individuals engaged in manual, skilled, technical, or clerical roles within an industry. Therefore, a skilled manual operator working on a machine clearly fits this definition. In contrast, those in managerial or administrative positions, as well as members of the armed forces, are specifically excluded from the Act's protections. This distinction ensures that the legal mechanisms for dispute resolution are focused on providing protection and a voice to the subordinate workforce in industrial settings.

184. (A) Impose stricter conditions on strikes and lockouts to prevent disruption to the community.
Public utility services are industries whose operations are vital for the daily life of the community, such as transport, power, and healthcare. The Industrial Disputes Act, 1947, classifies these sectors specifically to ensure they are not suddenly disrupted by industrial action. Consequently, strikes and lockouts in these services are subject to stricter legal requirements, including mandatory notice periods. These rules aim to provide time for conciliation machinery to intervene and resolve disputes before any stoppage occurs, thereby balancing workers' rights with the public's need for essential services.

185. (D) All 1, 2, 3, 4 and 5
The Industrial Disputes Act, 1947, has evolved through numerous significant amendments since its original enactment. Key additions include Chapter VA and Chapter VB, which introduced detailed rules for lay-off and retrenchment compensation and mandatory prior government permission for larger firms. Other important amendments introduced Section 2A, allowing individual dismissals to be treated as industrial disputes, and established Grievance Settlement Authorities and enhanced powers for Labour Courts under Section 11A. These changes reflect a progressive effort by the legislature to strengthen worker protections and modernize the dispute resolution framework in response to industrial developments.

186. (B) The Industrial Disputes Act, 1947
Social justice is a fundamental guiding principle for the interpretation of the Industrial Disputes Act, 1947. Unlike commercial laws that focus on contract enforcement, this Act is a piece of social legislation intended to protect the weaker party—the workmen—and ensure a fair balance of power in industrial relations. Courts and tribunals often interpret the Act's provisions through the lens of social justice to ensure that workers' livelihoods and rights are protected against arbitrary management actions. This approach helps achieve the broader societal goal of promoting industrial harmony and equitable economic welfare.

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187. (D) The government can make an order in terms of the settlement.
The ultimate goal of the industrial dispute resolution process is to reach a settlement between the parties. If, after a dispute has been referred for adjudication, the management and workmen manage to reach an agreement on their own, the law encourages this development. The parties can inform the appropriate government about their voluntary settlement. In such cases, the government has the power to issue an official order in the terms of that settlement. This provides the agreement with legal sanctity and concludes the adjudication process in favor of the parties' mutual resolution.

188. (D) Adjudication of disputes in Railways.
The State Labour Administrative machinery is responsible for industrial relations in most

involved in selecting and appointing new personnel.

149. (A) One percent of the total number of workmen, subject to a minimum of five and a maximum of one hundred.
To protect union activities, the Industrial Disputes Act, 1947, recognizes certain office-bearers as 'protected workmen' who cannot be dismissed or penalized without prior official permission during a dispute. The law sets a specific limit on the number of such individuals an employer must recognize in an establishment. This is calculated as one percent of the total workforce, with a minimum of five and a maximum of one hundred protected workmen. This balanced limit ensures that union leadership is protected from victimisation while preventing an excessive number of employees from being immune to regular discipline.

150. (A) Both A and R are true and R is the correct explanation of A.
The landmark Bangalore Water Supply case significantly expanded the legal definition of 'industry' under the Industrial Disputes Act, 1947. The Supreme Court ruled that any systematic activity carried out through the cooperation between an employer and employees for the production or distribution of goods and services is an industry. This definition applies regardless of whether the organization is commercial, charitable, or even part of the government's non-sovereign functions. Consequently, the Act's protections and dispute resolution mechanisms now cover a vast and diverse range of workplaces across the entire economy.

151. (C) They are two sides of the same coin, one being a weapon for workers and the other for employers.
Strikes and lockouts are the primary tactical tools used in industrial warfare during collective bargaining. A strike is initiated by workers who concertedly stop work to press their demands, while a lockout is initiated by management by temporarily closing the workplace or refusing to provide employment. Both actions are designed to exert economic pressure on the other party to reach a settlement. While they are powerful weapons, their use is strictly regulated by labor laws to prevent arbitrary disruptions and ensure that industrial actions follow recognized procedural rules.

152. (B) To provide technical or special knowledge on the matter.
In complex industrial disputes involving technical issues, such as wage structures in specialized industries or the impact of new technology, a Labour Court or Tribunal may appoint assessors. The primary function of an assessor is to assist the presiding officer by providing expert or technical knowledge relevant to the case. Assessors do not have judicial power and do not deliver the final award. Instead, they act as specialist advisors to ensure that the court's decision is informed by a thorough understanding of the specific industrial and technical context involved.

153. (B) A conciliator's role is to persuade, while an arbitrator's role is to adjudicate.
Conciliation and arbitration are both methods of third-party intervention in industrial disputes, but they differ fundamentally in their approach. A conciliator acts as a mediator whose goal is to help the parties communicate and persuade them to reach a voluntary settlement. The conciliator cannot impose a decision. In contrast, an arbitrator acts as a private judge. After hearing both sides, the arbitrator delivers a binding decision, known as an award, which resolves the dispute definitively. Conciliation focuses on mutual agreement, while arbitration focuses on a third-party adjudication.

154. (C) At a reasonable price.
Transparency is a key requirement of the Industrial Employment (Standing Orders) Act, 1946. To ensure that all workmen can access and understand the rules governing their service, the employer is required to make copies of the certified standing orders available. While the Act mandates prominent display of these orders, it also provides that any workman who wishes to have an individual copy for their own reference should be able to obtain one from the employer. The law specifies that these copies must be provided to the workers at a reasonable price.

155. (D) Rationalization, standardization or improvement of plant or technique.
Section 9A of the Industrial Disputes Act, 1947, identifies specific major changes in service

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victimisation during the process of reducing the workforce.

195. (A) P-2, Q-4, R-1, S-3
Industrial actions are categorized by their nature and the party that initiates them. A strike is a concerted work stoppage by employees. A lockout is a tactical work refusal by the employer used as a coercive weapon. A lay-off occurs when an employer is temporarily unable to provide work due to external shortages like raw materials. Finally, Gherao involves the physical encirclement of management to demand concessions. Each of these actions represents a different way that conflict is expressed and managed within the industrial environment under labor law.

196. (B) To investigate and report on matters connected with a dispute.
A Court of Inquiry is a specialized body that can be constituted by the appropriate government when an industrial dispute requires deep investigation. Its primary role is not to mediate or adjudicate, but to act as a fact-finding authority. The Court examines the circumstances and issues related to the dispute and submits a formal report of its findings. This report provides the government with an objective understanding of the situation, which can then be used to facilitate a settlement or decide whether to refer the matter for a formal adjudication.

197. (C) 300 or more workmen (as originally enacted)
Chapter VB was introduced to the Industrial Disputes Act, 1947, to provide extra protection for workers in larger industrial establishments. As originally enacted in 1976, these stringent provisions—which require prior government permission for lay-off, retrenchment, and closure—applied to establishments employing three hundred or more workmen. This threshold was later lowered by various state and central amendments to cover establishments with one hundred or more workers. The provision reflects a policy of closer state monitoring of employment stability in large-scale industries to prevent mass social and economic disruption.

198. (D) 100 or more workmen are employed.
The constitution of a Works Committee is a mandatory statutory requirement for any industrial establishment where one hundred or more workmen are employed. The appropriate government can issue an order requiring the employer to form this committee. It must consist of equal representatives of the employer and the workmen. The primary goal of this bipartite body is to provide a forum for regular consultation on daily operational matters, thereby promoting workplace amity and preventing minor grievances from developing into full-blown industrial disputes that would require outside intervention.

199. (A) Employed in the post of a permanent workman who is temporarily absent.
Under the Model Standing Orders, a 'Badli' or substitute workman is a specific category of employee. A Badli is hired specifically to perform the work of a permanent workman or a probationer who is temporarily away from their duty. This arrangement allows the establishment to maintain production levels during the absence of regular staff. Badli workers are distinct from temporary or casual workers because their role is tied to filling a specific vacancy. Their rights and status are governed by the specific rules laid out in the establishment's certified standing orders.

200. (B) A tool for collective bargaining by employees.
A strike is legally recognized as a legitimate tool used by employees acting in combination to exert pressure on their employer during the collective bargaining process. By concertedly stopping work, employees seek to persuade the management to accept their demands regarding wages, benefits, or other service conditions. While it causes disruption, it is protected under labor law as a fundamental method for labor to balance the bargaining power of the employer. A strike is a functional part of the industrial relations system, provided it follows the prescribed statutory rules and procedures.

201. (C) A dispute in the Life Insurance Corporation of India.
The Central Labour Administration has jurisdiction over specific industries and organizations classified under the central sphere. This includes nationalized entities like the Life Insurance Corporation of India, as well as railways, major ports, and banking companies. Disputes in these organizations are handled

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local industries within its state territory. Its duties include enforcing labor laws, providing conciliation services, and registering trade unions. However, certain sectors are designated as the central sphere because of their national importance or cross-state nature. Railways are a primary example of a central sphere industry. Therefore, the adjudication and administration of labor disputes in the railways fall under the jurisdiction of the Central Government's labor machinery rather than the state-level labor department.

189. (B) Bipartite settlement or an award.
Once a formal settlement is signed between parties or an adjudicatory award is delivered, it becomes legally binding for its specified period of operation. Under the Industrial Disputes Act, 1947, a strike is deemed illegal if it is declared in direct breach of the terms of such a settlement or award. This rule ensures that parties respect their agreed-upon or judicially determined obligations. Striking against an existing settlement undermines the entire system of industrial dispute resolution and is therefore prohibited to maintain the integrity of agreements and industrial peace.

190. (A) Both A and R are true and R is the correct explanation of A.
The Industrial Employment (Standing Orders) Act, 1946, is often described as providing the anatomy of the employment contract because it details the essential terms of service. These include working hours, leave, and disciplinary procedures that form the skeletal structure of the relationship between employer and employee. Once certified, these conditions are legally integrated into the individual contracts of all workmen. This standardization ensures that both parties have a clear, enforceable understanding of their respective rights and obligations, minimizing potential friction and promoting a more predictable industrial environment.

191. (D) Element of finality and permanency
While both closure and lockout involve the stopping of work at a place of employment, they are distinguished by their permanence. A lockout is a temporary measure used as a tactical weapon during an industrial dispute to pressure workers; it implies that operations will eventually resume. In contrast, closure is the permanent shutting down of the business or a part of it, often due to economic or personal reasons. This finality makes closure a more severe action, subject to different legal requirements for notice and compensation to protect workers facing permanent job loss.

192. (B) Bonus, profit sharing, provident fund and gratuity.
The Second Schedule of the Industrial Disputes Act, 1947, defines the specific matters that fall under the jurisdiction of Labour Courts. These include the legality of strikes, wrongful dismissals, and the application of standing orders. However, more complex economic issues like bonuses, profit sharing, provident funds, and gratuity are listed in the Third Schedule. These matters are typically reserved for Industrial Tribunals rather than Labour Courts. This division ensures that significant financial and policy-related disputes affecting the entire establishment are handled by the higher-level tribunal with broader adjudicatory powers.

193. (D) All of the above.
In the field of industrial relations, the state plays a multifaceted and vital role. It acts as a legislator by enacting various labor laws to regulate the relationship between labor and management. As a mediator and conciliator, the state provides administrative machinery to help parties resolve their disputes peacefully. Furthermore, the state is a major employer itself, managing numerous public sector undertakings. By performing these diverse roles, the state seeks to maintain industrial peace, protect workers' rights, and promote economic development through a balanced and stable industrial relations framework.

194. (B) The employer records and communicates the reasons for doing so.
The 'last come, first go' rule is the standard procedure for retrenchment to ensure fairness and protect senior employees. However, the law allows for flexibility if the employer needs to retain a junior workman with specialized skills or for other valid reasons. For such a departure from the rule to be legal, the employer must carefully record the reasons in writing and communicate them. This requirement ensures that any deviation from seniority is justified and objective, preventing arbitrary decisions or

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adjudication. Parties to a dispute can mutually agree to refer their conflict to an arbitrator of their choice; the government does not appoint them. Once the arbitrator delivers their decision, it is called an arbitration award, which is legally binding on the parties involved. For the award to be enforceable, it must be submitted to the government and published in the Official Gazette. This process offers a faster, more flexible, but legally conclusive method for resolving various industrial conflicts.

209. (A) The Central Government.
For the purpose of labor administration and dispute resolution, the 'appropriate government' is determined by the specific industry's classification. Under the Industrial Disputes Act, 1947, certain sectors are placed under the central sphere due to their strategic or national importance. This includes oilfields, mines, railways, and major ports. Therefore, for any industrial dispute arising in an oilfield, the Central Government acts as the primary authority. This centralized jurisdiction ensures that labor laws and dispute resolution processes are applied uniformly across these vital resource sectors throughout the country.

210. (A) Both A and R are true and R is the correct explanation of A.
The core objective of the Industrial Employment (Standing Orders) Act, 1946, is to ensure that workers have a clear and definitive understanding of their conditions of service. To achieve this, the Act mandates that certified standing orders be prominently displayed within the establishment. To make them truly accessible, they must be posted in English and, crucially, in a language understood by the majority of the workmen. This requirement prevents management from operating under obscure rules and ensures that every worker knows their rights regarding leave, shifts, and disciplinary procedures, thereby reducing potential friction.

211. (C) Works Committee
A Works Committee is a statutory bipartite body designed to promote daily cooperation between management and labor. According to the Industrial Disputes Act, 1947, it must consist of an equal number of representatives from both the employer and the workmen employed in the establishment. The workmen's representatives are typically chosen from among the workers themselves. This balanced, bipartite structure ensures that the committee serves as a genuine consultative forum where both sides can discuss workplace issues and resolve minor grievances to preserve industrial amity at the ground level.

212. (D) All remuneration capable of being expressed in terms of money, if the terms of employment were fulfilled.
The definition of 'wages' under the Industrial Disputes Act, 1947, is broad and inclusive. it encompasses all forms of remuneration that can be expressed in monetary terms, including basic salary and dearness allowance, provided the worker fulfills their employment contract. However, the definition specifically excludes certain payments like employer contributions to provident funds, traveling allowances, and gratuities payable on discharge. This precise definition is essential for calculating various statutory benefits, such as lay-off and retrenchment compensation, ensuring that workers receive their fair share based on their regular total earnings.

213. (B) To create a harmonious atmosphere and promote bipartite resolution of differences.
Preventive machinery for industrial disputes focuses on proactive strategies to maintain workplace peace before conflicts escalate. By establishing bipartite bodies like Works Committees and Joint Management Councils, the system encourages regular dialogue and cooperation between labor and management. The primary goal is to foster a harmonious environment where differences are resolved through mutual consultation rather than formal disputes. This approach reduces the need for external intervention and helps build a stable industrial relationship, which is essential for continuous production and the overall social and economic well-being of the workforce.

214. (C) Not obliged to pay wages for the strike period.
A strike is a tool for collective bargaining, but it must follow the statutory rules to be protected. If workers go on an illegal strike, they are acting outside the legal framework provided by the Industrial Disputes Act, 1947. In such cases, the principle of 'no work, no pay' applies strictly. The

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aims to pressure workers into accepting specific employment terms or to prevent potential workplace damage.

253. (C) A high rate of absenteeism among workers
Industrial protests manifest in both structured and unstructured ways. Organized actions typically involve formal planning, like union-led strikes. Conversely, unorganized forms are more subtle and less coordinated. High rates of absenteeism or increased employee turnover serve as prime examples. These individual behaviors reflect deep-seated dissatisfaction and systemic issues within the organization without requiring formal collective mobilization.

254. (D) They are indicative of underlying systemic problems in an organization
Industrial disputes are not isolated or accidental occurrences within a factory or office setting. Instead, they serve as critical indicators of deeper, unresolved issues within the establishment. These conflicts reveal fundamental misalignments in interests or failures in communication. Understanding these disputes as symptoms allows management to address the root causes rather than just treating superficial problems.

255. (C) A go-slow tactic
Employees may adopt various methods to express dissatisfaction without completely stopping work. When a group of workers intentionally reduces their productivity or performs duties at a slower pace, it is termed a go-slow tactic. This subtle form of industrial action exerts pressure on management while maintaining a physical presence at the workplace, making it distinct from strikes.

256. (B) A shift from collective actions to individual grievances
The landscape of labor relations has evolved significantly over time due to economic shifts. One prominent trend is the move away from large-scale, industry-wide collective actions. Modern conflicts are increasingly characterized by individualization, where disputes frequently involve personal grievances, unfair dismissal claims, or specific contractual rights. This reflects changes in bargaining power and economic structure.

257. (D) The changing structure of the economy towards a larger service sector
Several factors contribute to the reduction of massive, industry-wide work stoppages. A primary driver is the ongoing transformation of the global economy, specifically the rise of the service industry. Unlike traditional manufacturing, the service sector often features more dispersed employment and lower levels of unionization. These structural changes make organized, large-scale collective protests more difficult to coordinate.

258. (A) The impact of technology and automation on job security
Modern industrial relations face new challenges brought about by rapid technological advancements. Automation and the integration of new digital tools have become significant flashpoints for conflict. Disputes in this area typically center on concerns regarding job security, the necessity for workforce reskilling, and the fair distribution of productivity gains achieved through these new technologies.

259. (C) They may need to be adapted to address the nuanced and fragmented nature of contemporary conflicts
As the nature of labor conflicts shifts from collective to more individualized and localized forms, traditional resolution systems face challenges. The existing frameworks were largely designed for large-scale industrial disputes. Consequently, these mechanisms may require significant adaptation to effectively address the fragmented and nuanced issues of the modern era, such as technological changes and specialized grievances.

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260. (A) The individualization of conflict
The modern trend in industrial relations involves a noticeable shift toward personal legal challenges. When a single worker files a dispute regarding their specific termination or an alleged unfair dismissal, it exemplifies the individualization of conflict. This transition highlights how labor issues are increasingly managed through individual rights and legal protections rather than broad collective bargaining for benefits.

261. (D) Prevention is a proactive strategy, whereas settlement is a reactive one

closure. Chapter VA contains the general rules applicable to smaller firms. However, Chapter VB was introduced to provide enhanced protection for workers in larger industrial establishments, typically those employing one hundred or more workmen. Under Chapter VB, the employer is legally required to obtain prior permission from the appropriate government before taking such actions. This additional layer of oversight ensures that mass unemployment and major industrial changes are scrutinized by the state to protect social and economic stability in large industries.

222. (D) Setting the repo rate for banks.
The State Labour Department is a specialized administrative body focused on the industrial and labor ecosystem within its jurisdiction. Its primary responsibilities include enforcing safety and health norms in factories, providing conciliation services to resolve industrial disputes, and registering and monitoring trade unions. These functions are all aimed at maintaining industrial harmony and protecting workers' rights at the state level. Setting economic indicators like the repo rate, however, is a function of the central monetary authority, specifically the Reserve Bank of India, and is entirely outside the scope of labor administration.

223. (B) Only the members of that specific trade union.
A settlement reached between an employer and a trade union outside of formal conciliation proceedings is a bipartite agreement. Under the Industrial Disputes Act, 1947, such an agreement is legally binding only on the parties who actually signed the settlement. In practice, this means it applies to the employer and the members of the specific union that conducted the negotiations. Unlike conciliation settlements, which bind all present and future workmen in the establishment, bipartite settlements have a more limited reach, reflecting the specific contractual relationship between the employer and that particular labor organization.

224. (C) Codify and formalize conditions of employment.
The primary goal of the Industrial Employment (Standing Orders) Act, 1946, is to eliminate ambiguity in the workplace by requiring employers to define their service rules clearly. By formalizing and certifying rules regarding work hours, holidays, leave, and disciplinary procedures, the Act ensures that employment terms are standardized and known to all. This codification prevents arbitrary management decisions and provides a stable framework for the employer-employee relationship. Clear, legally recognized standing orders are a fundamental tool for reducing friction and promoting a predictable and harmonious industrial environment for both labor and management.

225. (D) Undertaken by workers without the consent or authorization of their union leaders.
A wildcat strike is a sudden work stoppage initiated by a group of workers spontaneously, without following the formal procedures or receiving the official authorization of their trade union leadership. These strikes are often unplanned and can be a response to an immediate grievance or a breakdown in regular union-management communication. Because they are unauthorized, wildcat strikes can put union leaders in a difficult position and may lead to legal complications, as they often bypass the statutory notice requirements and procedures for legitimate and protected industrial action.

226. (A) Both Statement I and Statement II are correct.
Historically, an industrial dispute had to be raised by a union or a group of workers to be legally recognized. However, the introduction of Section 2A to the Industrial Disputes Act, 1947, brought a significant change. This provision deems any dispute arising from the discharge, dismissal, or termination of an individual workman's service to be an industrial dispute, even without the support of a union. This allows an individual workman to directly access the statutory conciliation and adjudication machinery to challenge their termination, ensuring that individual rights are protected within the broader framework of industrial law.

227. (B) Not deemed to be illegal.
The Industrial Disputes Act, 1947, provides a specific legal exception for lockouts that are declared in direct response to an illegal strike. Generally, for a lockout to be legal, it must follow strict notice requirements, especially in public utility services. However, if workers have already initiated an illegal strike, the employer's

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to accept management's terms or resolve the conflict through a negotiated settlement.

240. (D) Central Labour Administration under the Ministry of Labour and Employment.
The Central Labour Administration is the national-level machinery responsible for labor policy and enforcement in India. It encompasses several key institutions under the Ministry of Labour and Employment, including the Chief Labour Commissioner's office for industrial relations, the Labour Bureau for statistics, and the Central Board for Workers' Education. These bodies work together to ensure the uniform application of labor laws in the central sphere, provide specialized training, and collect data to inform national policy. This centralized structure is essential for maintaining industrial peace and managing labor welfare in sectors of national and strategic importance.

241. (A) The strike or lockout cannot be within 14 days of giving notice.
Public utility services are governed by strict notice requirements under the Industrial Disputes Act, 1947, to protect the community from sudden disruptions. Any party intending to go on strike or declare a lockout must provide a formal notice. Crucially, the action cannot be initiated within fourteen days of giving this notice. This mandatory cooling-off period is designed to provide the conciliation machinery with a window of opportunity to intervene and attempt a peaceful resolution. By preventing immediate work stoppages, the law balances industrial protest rights with the public's need for continuous essential services.

242. (A) Both Statement I and Statement II are correct.
The Industrial Disputes Act, 1947, provides for two types of adjudication to settle conflicts. Voluntary adjudication occurs when parties mutually agree to refer their dispute to a tribunal for a binding decision. In contrast, compulsory adjudication occurs when the appropriate government, at its own discretion or when a settlement fails, refers the dispute to a Labour Court or Tribunal regardless of the parties' consent. This dual system ensures that industrial disputes can be resolved definitively through judicial intervention, even when management and labor are unable to reach a voluntary agreement through negotiation or conciliation.

243. (B) Confirm, amend, or set aside the order of the Certifying Officer.
The Appellate Authority under the Industrial Employment (Standing Orders) Act, 1946, serves as a higher-level body to review the decisions of the Certifying Officer. When a party files an appeal against the certified standing orders, the authority has broad powers to examine the case. It can choose to confirm the original order if it is found to be correct, amend it by making specific changes to the rules, or set it aside entirely if the certification was improper. This appellate process ensures that the formalization of service conditions is subject to a rigorous and fair judicial review.

244. (C) Mutual consent and voluntary agreement.
The Code of Discipline in Industry, adopted in 1958, represents a significant non-statutory approach to labor-management relations. It is fundamentally based on the principle of mutual consent and voluntary agreement among the central organizations of employers and labor. Unlike statutory laws that impose requirements, the code is a moral commitment to follow ethical guidelines and avoid unilateral actions, coercion, and violence. By emphasizing voluntary cooperation and moral responsibility, the code aims to promote a more harmonious industrial culture where disputes are resolved through peaceful negotiations and mutual respect, beyond the formal requirements of the legal system.

245. (A) P-3, Q-4, R-1, S-2
Industrial disputes are categorized by their nature and the rights involved. Interest disputes arise when workers seek new benefits, such as a wage increase during contract negotiations. Rights disputes involve the interpretation of existing rules, like a disagreement over a leave policy clause. Individual disputes concern one worker's grievance, such as a wrongful dismissal. Jurisdictional disputes occur when unions fight over job representation. Understanding these types is essential for industrial relations practitioners to apply the correct legal framework and conflict resolution strategies, ensuring that each grievance is addressed through its appropriate administrative or judicial channel.

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machinery, such as the Central Industrial Relations Machinery. This prevents inconsistent state-level regulations from affecting industries that are vital to the country's resource security and overall economic infrastructure.

234. (B) Eliminating ambiguity in service conditions, thus reducing a source of friction.
Uncertainty regarding workplace rules is a major cause of misunderstanding and conflict between management and labor. The Industrial Employment (Standing Orders) Act, 1946, addresses this by requiring employers to define, certify, and publicize the rules governing daily work. By providing clarity on shift timings, leave procedures, disciplinary actions, and grievance redressal, the Act eliminates the ambiguity that often leads to friction. When both parties have a shared and legally recognized understanding of their rights and responsibilities, the chances of arbitrary actions and subsequent disputes are significantly reduced, fostering a more peaceful industrial environment.

235. (D) All 1, 2, 3, 4 and 5
Industrial disputes can stem from a wide variety of grievances that affect the workforce. Common causes include economic issues like wages, allowances, bonuses, and profit-sharing, which directly impact a worker's financial stability. Organizational and service-related issues, such as work hours, leave policies, and unsafe working conditions, are also frequent points of contention. Furthermore, structural changes leading to the retrenchment of workmen often trigger significant industrial conflict. Together, these factors represent the broad spectrum of interests and rights that labor and management must navigate, and each can lead to a formal industrial dispute if not resolved.

236. (D) Imprisonment and/or fine.
To maintain the integrity of the dispute resolution process, the Industrial Disputes Act, 1947, imposes penalties for industrial actions that bypass the legal rules. Any workman who participates in an illegal strike, or any employer who declares an illegal lockout, is liable to punishment. The Act prescribes penalties that can include imprisonment, a fine, or both. These legal consequences serve as a deterrent against unauthorized work stoppages and ensure that both parties adhere to the mandatory procedures for notice and the pendency of proceedings, thereby protecting industrial peace and the broader interests of the community.

237. (A) Bipartite body
The Grievance Settlement Authority, as mandated under Section 9C of the Industrial Disputes Act, 1947, is a bipartite body established within every industrial establishment employing fifty or more workmen. Being bipartite, it consists of representatives from both the management and the workforce. Its primary purpose is to provide a structured internal mechanism for the prompt resolution of individual grievances. By addressing complaints at the workplace level through mutual consultation, the authority helps prevent minor issues from escalating into formal industrial disputes that would require outside intervention, thus promoting ground-level industrial harmony.

238. (B) May be continued by their successor.
Adjudicatory proceedings in labor law are designed to ensure continuity and prevent undue delays. If the presiding officer of a Labour Court, Industrial Tribunal, or National Tribunal is no longer available due to transfer, retirement, or other reasons, the appropriate government appoints a successor. The law provides that the proceedings can then be continued by the new presiding officer from the stage at which the vacancy occurred. This ensures that the time and effort already invested in the case are not wasted and that the disputing parties receive a timely resolution without having to start the entire process afresh.

239. (C) Refusal by the employer to furnish employment.
A lockout is a tactical measure used by an employer during an industrial dispute. The fundamental element that defines a lockout is the employer's intentional and temporary refusal to allow the employees to continue their work or the suspension of operations at the workplace. Unlike closure, a lockout is not permanent, and unlike a lay-off, it is not an economic necessity but a weapon of industrial warfare. By withholding the opportunity to work, the employer exerts pressure on the workmen and their union

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subsequent declaration of a lockout is not deemed illegal itself. This provision recognizes the employer's right to take defensive action when the workforce has already bypassed the legal procedures for industrial action, thereby balancing the tactical options available to both parties during a conflict.

228. (B) Issues of workers' participation in management
Industrial disputes are categorized into economic and non-economic causes. Economic causes involve direct monetary demands like wage revisions, dearness allowances, and bonuses. Non-economic causes, on the other hand, relate to organizational structure, personnel management, and power-sharing within the industry. Demanding greater participation in management is a classic non-economic issue because it focuses on the worker's role in decision-making and workplace governance rather than immediate financial gain. Such disputes reflect broader social and democratic aspirations within the industrial relations framework, aiming for a more collaborative and inclusive management style.

229. (D) The appropriate government is of the opinion that it is against the national economy or social justice and notifies the same.
While an adjudicatory award is generally binding, the Industrial Disputes Act, 1947, provides the government with a specific power of oversight in exceptional circumstances. If the appropriate government believes that implementing an award would be detrimental to the national economy or contrary to the principles of social justice, it can choose not to enforce it. The government must then notify its decision and place the matter before the appropriate legislature. This serves as a safety valve, ensuring that judicial decisions in labor disputes do not have unintended and severe negative consequences for the broader society.

230. (A) Both A and R are true and R is the correct explanation of A.
Industrial harmony is essential for the economic and social progress of any nation. When industrial relations are peaceful, production continues uninterrupted, ensuring steady profits for employers and consistent wages for workers. Conversely, industrial disputes that lead to strikes and lockouts cause significant economic damage, including loss of output and potential damage to the company's long-term viability. Furthermore, frequent disruptions can affect the wider economy and social stability. Therefore, the statutory framework for dispute resolution is vital for maintaining a stable environment conducive to investment, growth, and the overall welfare of society.

231. (B) combination.
The legal definition of a strike under the Industrial Disputes Act, 1947, emphasizes the collective nature of the action. A strike is characterized by the cessation of work by a body of persons employed in an industry acting in combination. This means there must be a concerted refusal or a common understanding among a group of workers to stop work to press their demands. A solitary individual refusing to work does not constitute a strike. It is this element of 'combination' or joint intent that makes a strike a powerful tool of collective bargaining and industrial warfare.

232. (C) The recognized trade union or the workman, with the prior approval of the Labour Court.
Engaging in unfair labor practices listed in the Fifth Schedule of the Industrial Disputes Act, 1947, is a serious offense. To ensure that complaints are genuine and follow due process, the law provides a specific procedure for prosecution. A recognized trade union or an individual workman who is a victim of such a practice can file a complaint. However, before the prosecution can proceed in a criminal court, the party must obtain the prior approval or authorization of the Labour Court. This requirement prevents frivolous litigation and ensures that the labor judiciary oversees the enforcement of fair practice rules.

233. (D) The Central Government.
The 'appropriate government' for an industrial dispute is the authority responsible for its administration and legal oversight. Under the Industrial Disputes Act, 1947, the Central Government is designated as the appropriate government for specific industries of national importance, including mines, oilfields, railways, and major ports. This centralized jurisdiction ensures that labor relations in these critical sectors are managed through uniform federal

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246. (D) 30 days
Once an adjudicatory body like a Labour Court or Tribunal delivers its award, the final step in the formal process is its publication. The appropriate government is legally required to publish the award in the Official Gazette within thirty days of receiving it. This publication is a critical procedural requirement as it makes the decision of the court official and accessible to all parties and the public. After publication, there is a further thirty-day period before the award becomes legally enforceable, providing a final window for any administrative review before the decision takes full effect.

247. (A) Code of Discipline
Industrial harmony is maintained through both statutory and non-statutory measures. Statutory measures are those mandated by law, such as Works Committees, conciliation machinery, and adjudication by tribunals. These have legal backing and enforcement powers. In contrast, the Code of Discipline is a non-statutory measure. It is a voluntary agreement based on moral principles and mutual consent among employers and labor organizations. While it is not legally enforceable, it plays a vital role in setting behavioral standards and promoting a cooperative industrial culture, serving as a significant non-legal tool for preventing and managing workplace conflict.

248. (B) A strike is initiated by employees, while a lockout is initiated by the employer.
The primary distinction between a strike and a lockout lies in which party initiates the work stoppage. A strike is a concerted action taken by employees who stop working to exert pressure on management to accept their demands. Conversely, a lockout is initiated by the employer who temporarily closes the workplace or refuses to provide employment to pressure the workers into accepting management's terms. While both are tactical weapons used in industrial disputes to achieve similar goals through economic pressure, they represent different sides of the industrial warfare between labor and management under labor law.

249. (C) A shift towards decentralized, enterprise-level collective bargaining.
Since the liberalization of the Indian economy, there has been a significant trend toward the decentralization of industrial relations. Traditional industry-wide bargaining is increasingly being replaced by enterprise-level collective bargaining. In this modern setup, management and local unions negotiate terms that are specific to their individual establishment or factory, often focusing on issues like site-specific productivity and plant-level benefits. This shift allows for greater flexibility in responding to local economic conditions and organizational needs, reflecting a broader trend toward more localized and unit-specific management of the workforce in a competitive global market environment.

250. (A) No, because a senior manager is likely not a 'workman' under the Act.
An industrial dispute must involve a workman as defined by the Industrial Disputes Act, 1947. Senior managers who perform primarily administrative or managerial duties generally do not fall under this definition, even if they have grievances regarding their employment benefits. Since the Act is specifically designed to protect laborers and subordinate staff, disputes involving high-level management personnel are usually governed by civil contract law rather than industrial legislation. Therefore, the withdrawal of a manager's car facility is not a statutory industrial dispute, as the individual involved does not have the legal status of a workman.

251. (B) Economic factors revolving around wages and financial benefits
Industrial disagreements often emerge from conflicting interests between employers and employees. Economic factors stand out as the most significant drivers of these conflicts. They primarily involve disputes over monetary compensation, including salary increments, bonuses, and allowances. Additionally, demands for improved physical working conditions with financial implications contribute significantly to the prevalence of such industrial friction.

252. (A) Lockout
Industrial actions can be categorized by the party that initiates them. While employees often use strikes to voice grievances, employers have their own measures. A lockout occurs when management temporarily shuts down the workplace or refuses to provide work. This tactic

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commitment to maintaining industrial peace through proactive management and intervention.

270. (D) Conciliatory
When a government official steps into a labor dispute to facilitate communication and help parties find a mutually acceptable solution, they are acting in a conciliatory capacity. This role is focused on mediation rather than imposing a legal judgment or enforcing strict regulations. The official serves as a neutral bridge to encourage compromise and voluntary agreement.

271. (C) A strike is a tool used by employees, while a lockout is a tool used by employers
Although both actions lead to a cessation of work, they are initiated by different parties within the employment relationship. A strike is a collective action where employees refuse to work to pressure management. Conversely, a lockout is an employer-driven measure where the workplace is closed to employees. These instruments represent the opposing sides of industrial coercion.

272. (B) To exert economic pressure to achieve their demands
A strike serves as a powerful instrument of collective bargaining for the workforce. By stopping production, employees inflict economic costs on the employer to gain leverage. The primary objective of this collective action is to force the management to concede to specific demands, which typically involve improvements in wages, benefits, or the overall physical working environment.

273. (D) To counter a strike or pressure workers to accept terms
Employers may utilize a lockout as a strategic response to industrial friction. This action might be taken to counter an ongoing strike or to preemptively pressure employees into accepting proposed terms of employment. Additionally, management might initiate a lockout to protect the establishment from potential violence or physical damage to property during periods of intense labor unrest.

274. (A) They are both instruments of economic coercion that inflict costs
Strikes and lockouts share a fundamental nature as tools of economic coercion used when negotiations fail. Both actions result in the temporary suspension of production, which inevitably leads to financial losses for both the workers and the management. They are typically considered measures of last resort, aimed at forcing the opposing party to reach a compromise.

275. (C) Strike
A strike is defined by a concerted refusal to work by a group of individuals employed in an industry. When workers collectively decide to stop their labor as a means of demanding higher wages, their action fits this definition perfectly. It represents a coordinated effort to withhold service to achieve a common goal through economic pressure.

276. (A) To require employers to formally define and codify employment conditions
The primary aim of this legislation is to bring clarity to the employment relationship. It mandates that employers in specific industrial establishments formally document and codify the terms and conditions of service. By creating these Standing Orders, the Act ensures that both parties have a clear understanding of the rules governing their professional interactions and prevents disputes.

277. (D) Disputes arising from ambiguity and lack of clarity in service conditions
Before the implementation of this Act, employment conditions were often vague and subject to the arbitrary interpretations of employers. This lack of clarity frequently led to misunderstandings and industrial conflict. The legislation was specifically designed to solve these issues by requiring a formal document that outlines service conditions, thereby eliminating ambiguity and providing stability.

278. (B) Standing Orders
Under the 1946 legislation, the mandatory document used to codify the rules and conditions of employment is referred to as Standing Orders. These orders must cover specific matters such as work hours, leave policies, and disciplinary procedures. To ensure they are fair, these documents must be officially certified by a

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Managing industrial relations involves two distinct approaches based on timing and intent. Prevention is a proactive strategy focused on creating a stable environment where conflicts are less likely to emerge initially. In contrast, settlement is a reactive process triggered only after a dispute has already surfaced. Both aim for harmony but use different timing to achieve stability.

262. (B) Grievance redressal procedures
Proactive management of industrial relations relies on established internal systems to maintain harmony. Effective grievance redressal procedures are essential tools in this preventive approach. By providing a clear and fair way for employees to voice concerns, organizations can address minor irritants at the source. This prevents small issues from escalating into significant, disruptive conflicts requiring formal settlement.

263. (C) Bipartite negotiations
The process of resolving industrial disputes follows a spectrum ranging from informal to highly structured legal methods. Bipartite negotiations represent the most informal level of this hierarchy. This method involves direct discussions exclusively between the employer and the employees or their representatives. It aims for a mutual agreement without the intervention of any external third parties or authorities.

264. (D) It is more effective to foster a conflict-free environment than to manage conflicts after they arise
The core philosophy of industrial relations emphasizes the value of preemptive action over reactive solutions. Creating a harmonious workplace through transparent policies and employee participation is seen as more desirable than resolving active disputes. This approach suggests that fostering a conflict-free environment is fundamentally more effective for maintaining long-term industrial peace than relying solely on external intervention.

265. (A) Voluntary arbitration
When parties in an industrial dispute cannot reach an agreement through direct negotiation, they may seek outside help. Voluntary arbitration occurs when both sides mutually agree to submit their conflict to a neutral third party. Crucially, they commit beforehand to accept the resulting decision as final and binding. This process offers a collaborative path to resolving persistent disagreements.

266. (B) Directly managing the internal human resources of private companies
Government labor administrations perform several critical functions to maintain industrial peace, including regulatory, conciliatory, and adjudicatory roles. They enforce labor laws and provide platforms for dispute resolution. However, these bodies do not take over the internal human resource management of private firms. Such administrative tasks remain the responsibility of the individual company's management rather than state authorities.

267. (B) Tripartism
Industrial relations policy often benefits from collaborative discussion involving all major stakeholders. This approach, known as tripartism, brings together representatives from the government, employers, and employees. By providing a common platform for these three groups to discuss labor policies and challenges, the state aims to foster a climate of cooperation and mutual understanding within the industrial sector.

268. (A) To help parties in a dispute resolve their differences without escalation
The state provides specialized services to manage labor conflicts before they become severely disruptive. The conciliatory and mediatory role involves neutral officers facilitating dialogue between disputing parties. This intervention is designed to help employers and employees reach a mutual agreement voluntarily. By doing so, the administration prevents the escalation of minor disagreements into major strikes or lockouts.

269. (C) The state actively intervenes at multiple levels to maintain industrial peace
Rather than being a passive observer, the government plays a highly active and multifaceted role in labor relations. It intervenes at several levels by creating laws, enforcing standards through inspections, and offering mediation services. Furthermore, it establishes the judicial infrastructure needed for adjudication. This comprehensive involvement demonstrates a

employer is under no legal obligation to pay wages for the duration of the illegal work stoppage. This lack of pay serves as a financial consequence for bypassesing the legal procedures for labor protests and helps discourage unauthorized disruptions in the industry.

215. (A) 4, 1, 3, 2
Conciliation proceedings follow a logical legal progression once a dispute is apprehended or referred. The process begins with the formal commencement of the proceeding by the Conciliation Officer. The officer then investigates the underlying facts and merits of the dispute to understand each party's position. Following this investigation, the officer attempts to induce the parties to reach an amicable and fair settlement. If these efforts succeed, a memorandum is signed; if they fail, the process concludes with the submission of a detailed failure report to the appropriate government for further decision.

216. (A) Shortage of coal, power or raw materials.
A lay-off is defined as the temporary inability of an employer to provide work to employees on the muster rolls due to external factors beyond the employer's control. Common reasons listed under the Industrial Disputes Act, 1947, include shortages of raw materials, power, or coal, as well as the breakdown of machinery or the accumulation of stocks. A lay-off is an economic necessity, not a disciplinary action or a tactical weapon like a lockout. While work is suspended, the employment relationship continues, and eligible workers are generally entitled to receive lay-off compensation.

217. (C) P-2, Q-1, R-1, S-1
The legal framework for industrial relations is primarily built upon a few key statutes. Model Standing Orders are a central feature of the Industrial Employment (Standing Orders) Act, 1946, which aims to formalize service conditions. In contrast, the definition and prohibition of unfair labor practices, the classification of industries as public utility services, and the mandatory constitution of Works Committees are all governed by the Industrial Disputes Act, 1947. Together, these laws provide a comprehensive set of rules and authorities to manage labor-management interactions and maintain industrial peace across different sectors.

218. (D) Illegal and void.
Section 9A of the Industrial Disputes Act, 1947, provides a vital safeguard for workers by requiring a twenty-one day notice before changing key service conditions listed in the Fourth Schedule. If an employer implements a negative change, such as a reduction in wages or an increase in hours, without providing this mandatory notice, the action has no legal standing. It is considered illegal and void from its inception. Affected workmen can challenge such a change through the labor machinery, as the employer has failed to follow the required legal procedure for modifying employment terms.

219. (A) It is a concealed and deliberate action causing loss without the worker being absent.
Go-slow is viewed as a particularly damaging form of industrial action because of its clandestine nature. Unlike a strike, where the work stoppage is open and clear, go-slow involves workers remaining on the premises and claiming wages while deliberately performing their duties at a significantly reduced pace. This results in continuous economic loss for the employer while the workers avoid the immediate loss of pay associated with a strike. Because it involves a dishonest refusal to provide full labor, courts treat it as a serious act of misconduct that warrants severe disciplinary action.

220. (D) All 1, 2, 3 and 4
A lay-off is a specific industrial event characterized by several key features. It is initiated by the employer due to genuine economic or technical reasons and is intended as a temporary measure. Importantly, the employer-employee relationship is not terminated but is merely suspended during the lay-off period. To protect the workers' livelihood during this involuntary downtime, the law mandates that eligible workmen on the muster rolls are entitled to receive lay-off compensation. These elements together ensure that the burden of industrial instability is shared and that workers' rights are maintained during temporary stoppages.

221. (B) Chapter VB imposes more stringent conditions, including prior government permission, for larger establishments.
The Industrial Disputes Act, 1947, provides two levels of regulation for lay-off, retrenchment, and

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designated government authority before being implemented at the workplace.

279. (C) The government acts as a certifying authority to ensure fairness
The government does not simply mandate the creation of employment rules; it also oversees their quality. Under the 1946 Act, state authorities act as certifying officers. Their role is to review the Standing Orders proposed by an employer to ensure the terms are reasonable and fair to the workforce. This certification process provides legal sanctity and protection.

280. (D) The certified Standing Orders
To resolve questions regarding specific workplace procedures, such as disciplinary actions for misconduct, the certified Standing Orders are the primary reference. Since these orders are mandated by law to codify such conditions, they provide the legally recognized rules for the establishment. Consulting this document ensures that any action taken is consistent with the established and certified terms.

281. (A) To provide a legal framework for the investigation and settlement of disputes
This legislation serves as the foundation for labor relations in India by offering a comprehensive system to manage conflicts. Its main goal is to establish structured procedures and institutional bodies for the investigation and peaceful settlement of industrial disputes. By doing so, it provides a clear path for resolving disagreements and maintaining stability within the industrial sector.

282. (B) Legal definitions of key terms like 'strike' and 'workman'
The broad scope of this Act is demonstrated by its detailed focus on defining the fundamental concepts of industrial relations. It provides precise legal meanings for terms such as industry, workman, strike, and lockout. These definitions are crucial because they determine the boundaries of the law's applicability and guide the legal interpretation of various industrial conflict situations and relationships.

283. (B) Providing dispute resolution machinery while also regulating strikes and lockouts
This Act balances two key objectives to maintain industrial peace. First, it establishes a tiered system of machinery for dispute resolution, including conciliation and adjudication. Second, it imposes strict regulations and procedures on the use of strikes and lockouts, especially in public utilities. This dual approach ensures that while conflicts can be settled, disruptive actions are controlled.

284. (A) Disputes are best managed by channeling them through a structured legal process
The philosophy behind this legislation is based on the belief that industrial conflict is inevitable but manageable. Instead of trying to suppress disputes entirely, the Act aims to channel them through a structured, state-sponsored legal framework. This approach encourages peaceful resolution and ensures that production continues by providing predictable and orderly methods for addressing grievances between parties.

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285. (C) The Industrial Disputes Act, 1947
When legal questions arise regarding the classification of an establishment or the status of a worker under labor law, the Industrial Disputes Act of 1947 is the authoritative source. It provides the statutory definitions for key terms like industry. These definitions are essential for determining whether the Act's provisions and dispute resolution mechanisms apply to a particular organization.

286. (D) Conciliation
Within the structured framework of dispute resolution, conciliation serves as an initial third-party intervention. The process is strictly mediatory, where a neutral officer helps parties reach an amicable agreement. Unlike formal methods, the conciliator cannot force a decision. Their recommendations only become binding if both parties voluntarily agree to sign a formal settlement based on those specific suggestions.

287. (C) The arbitrator's decision is legally binding, while the conciliator's is not
The primary difference between these two resolution methods lies in the legal status of the outcome. In conciliation, the third party facilitates discussion but cannot impose a solution. In voluntary arbitration, however, the parties agree in advance to follow the arbitrator's judgment.

35. Consider the following statements regarding the Mines Act, 1952.
Statement I : The Mines Act, 1952, is applicable only to mines where more than 1000 workers are employed.
Statement II : The Act aims to regulate the working conditions and ensure the safety and welfare of persons employed in mines.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

36. The Inter-state Migrant Workmen (Regulation of Employment and Conditions of Service) Act, 1979, applies to every establishment in which _____ or more inter-state migrant workmen are employed.
(A) Ten
(B) Twenty
(C) Fifty
(D) Five

37. Who is defined as an 'inter-state migrant workman' under the Inter-state Migrant Workmen Act, 1979?
(A) Any workman moving states for permanent seasonal work.
(B) Any workman who resides in a non-native geographical state.
(C) Any workman recruited via a contractor for another state.
(D) Any workman employed in a global enterprise across states.

38. In the following question, a statement of Assertion (A) is followed by a statement of Reason (R):
Assertion (A) : The Inter-state Migrant Workmen Act, 1979, mandates the registration of establishments employing such workmen.
Reason (R) : Registration helps the government to monitor the conditions of service and ensure the welfare of migrant workmen, preventing their exploitation.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

39. What is a key duty of a contractor under the Inter-state Migrant Workmen Act, 1979?
(A) To ensure the workman gets citizenship in the new state.
(B) To pay wages lower than the local workers.
(C) To employ the workman for a minimum period of five years.
(D) To provide a return journey allowance to the workman.

40. Consider the following duties of a contractor towards an inter-state migrant workman:
(a) To issue a pass-book with details of employment.
(b) To pay wages on time as per the Act.
(c) To report any accident to the specified authorities and the workman's family.
(d) To provide suitable residential accommodation.
(e) To arrange for the workman's permanent settlement in the state of employment.
Which of the above statement(s) is/are correct?
(A) (a), (b), and (e)
(B) (c), (d), and (e)
(C) (a), (b), (c), and (d)
(D) (a), (c), and (e)

41. Which of the following wages and allowances must be paid by the contractor to an inter-state migrant workman?
(A) Wages at a rate not less than the wages paid to other workmen for similar work.
(B) A displacement allowance.
(C) All of the above.
(D) A journey allowance.

42. The concept of 'social justice' is a guiding principle for labour laws. Which Act most directly addresses the historical vulnerability and exploitation of a specific class of labour moving across states for work?
(A) The Inter-state Migrant Workmen Act, 1979
(B) The Factories Act, 1948
(C) The Mines Act, 1952
(D) The Child Labour (Prohibition and Regulation) Act, 1986

43. Identify the statement that is incorrect regarding the Inter-state Migrant Workmen Act, 1979.
(A) It provides for the licensing of contractors.
(B) It imposes certain duties on the principal

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rules. Meanwhile, the Industrial Disputes Act of 1947 acts as a curative measure, providing the necessary machinery to resolve conflicts that arise.

297. (A) The Industrial Employment (Standing Orders) Act, 1946
Providing a clear framework for daily operations is the primary purpose of the 1946 Act. It requires the codification of employment terms into Standing Orders, which become the substantive rules governing the workplace. These rules cover essential aspects like conduct, leave, and discipline, ensuring that both employers and employees understand their rights and duties before any conflict arises.

298. (B) The Industrial Disputes Act, 1947
When a dispute arises over the application of workplace rules, such as a claim of unfair dismissal, a procedural remedy is required. While the Standing Orders define the rules for dismissal, any challenge to the fairness of that action becomes an industrial dispute. Such conflicts are resolved using the conciliation, arbitration, or adjudication machinery established specifically under the 1947 Act.

299. (B) A robust legal framework requires both clear rules and effective enforcement/resolution mechanisms
The synergy between the 1946 and 1947 Acts highlights a fundamental principle of industrial relations. For a legal system to be effective, it must provide both clear substantive rules to prevent misunderstandings and robust procedural mechanisms to resolve actual conflicts. This dual approach ensures that rights are well-defined and that there is a reliable way to seek remedies.

300. (A) 1946; 1947
The initial rules governing workplace actions like suspension are found in the Standing Orders created under the 1946 Act. These provide the substantive basis for management's decisions. If an employee subsequently challenges the fairness or legality of that suspension, the resulting conflict is processed as an industrial dispute under the procedural framework provided by the 1947 Act.

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CHAPTER 07
Labour Legislation

1. Which of the following is considered a primary objective of labour legislation?
(A) To maximize organizational profits through exclusive employer control.
(B) To protect workers and ensure fair conditions of employment.
(C) To abolish industrial employment and return to agrarian systems.
(D) To encourage industrial conflicts and ongoing management disputes.

2. Consider the following statements regarding labour legislation.
Statement I : The principles of labour legislation are static and do not evolve with societal changes.
Statement II : The evolution of labour legislation is influenced by industrial development, democratic values, and international standards.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

3. Which of the following is NOT a recognized principle of labour legislation?
(A) Principle of Social Justice
(B) Principle of National Economy
(C) Principle of Absolute Employer Discretion
(D) Principle of International Uniformity

4. The International Labour Organisation (ILO) is unique in its tripartite structure. What does 'tripartite' signify?
(A) Representation from three different continents.
(B) A three-stage process for passing resolutions.
(C) A focus on three key industries: agriculture, manufacturing, and services.
(D) Representation from governments, employers, and workers.

5. In the following question, a statement of Assertion (A) is followed by a statement of Reason (R):
Assertion (A) : The Indian Constitution provides a strong foundation for labour legislation in the country.
Reason (R) : Articles in the Fundamental Rights and Directive Principles of State Policy specifically address the rights and welfare of labour.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

6. Labour laws can be classified based on their objective. A law focusing on providing financial support during unemployment or sickness would be classified as:
(A) Protective legislation
(B) Social security legislation
(C) Regulative legislation
(D) Welfare legislation

7. Match List I with List II regarding constitutional provisions for labour.
List I (Constitutional Provision):
P. Article 23
Q. Article 24
R. Article 42
S. Article 43
List II (Subject Matter):
1. Child labour prohibition
2. Maternity relief
3. Living wage
4. Forced labour prohibition
(A) P-4, Q-1, R-2, S-3
(B) P-1, Q-4, R-3, S-2
(C) P-4, Q-2, R-1, S-3
(D) P-2, Q-1, R-4, S-3

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8. The concept of 'Social Justice' as a principle of labour legislation primarily aims to:
(A) Correct the power imbalance between worker and employer.
(B) Ensure equal profit sharing for all industrial stakeholders.
(C) Provide mandatory legal representation for all management.
(D) Standardize universal wages across all global economies.

9. Which of the following statements regarding the evolution of labour legislation in India is incorrect?
(A) Early legislation was primarily focused on protecting British commercial interests.
(B) Post-independence legislation was heavily influenced by the Indian Constitution and ILO conventions.
(C) The recommendations of the Royal Commission on Labour had no impact on legislative developments.
(D) The period after independence saw a surge in a wide variety of social security and welfare laws.

10. Consider the following statements about the objectives of labour laws:
(a) To establish industrial peace.
(b) To protect and improve the conditions of labour.
(c) To ensure the absolute supremacy of management in all workplace matters.
(d) To provide a mechanism for settling industrial disputes.
Which of the above statements are correct?
(A) (a), (b) and (d)
(B) (a) and (c) only
(C) (b), (c) and (d)
(D) (a) and (d) only

11. Under which list of the Seventh Schedule of the Indian Constitution does 'labour' as a subject primarily fall?
(A) Union List
(B) State List
(C) Residuary List
(D) Concurrent List

12. The concept of 'living wage' mentioned in the Indian Constitution under the Directive Principles of State Policy is found in which article?
(A) Article 39(a)
(B) Article 43
(C) Article 41
(D) Article 43A

13. Arrange the enactment of the following labour acts in chronological order:
1. The Factories Act
2. The Contract Labour (Regulation and Abolition) Act
3. The Mines Act
4. The Child Labour (Prohibition and Regulation) Act
(A) 1, 3, 2, 4
(B) 1, 2, 3, 4
(C) 3, 1, 4, 2
(D) 2, 4, 1, 3

14. As per the Factories Act, 1948, the term 'factory' is defined as any premises where a manufacturing process is carried on with the aid of power and employing:
(A) 20 or more workers
(B) 50 or more workers
(C) 100 or more workers
(D) 10 or more workers

15. Consider the following statements regarding the Factories Act, 1948.
Statement I : The Factories Act, 1948, applies to all manufacturing establishments regardless of the number of workers.
Statement II : The Act defines 'manufacturing process' broadly to include activities like making, altering, repairing, and even pumping oil or water.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

16. Who is an 'occupier' of a factory as defined under the Factories Act, 1948?
(A) Any worker who has worked for more than 5 years in the factory.
(B) The person who has ultimate control over the affairs of the factory.
(C) The local trade union leader.
(D) The government-appointed factory

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contractor fails to provide these amenities.
Which of the above statement(s) is/are correct?
(A) (a) and (d) are correct.
(B) (b) and (c) are correct.
(C) (a), (b) and (c) are correct.
(D) All are correct.

52. If the contractor fails to make payment of wages within the prescribed period, who is ultimately responsible for making the payment?
(A) The State Government
(B) The Trade Union
(C) The contract workers must forfeit the wages.
(D) The Principal Employer

53. The Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996, is applicable to establishments which employ _____ or more building workers.
(A) Five
(B) Twenty
(C) Ten
(D) Fifty

54. Who is defined as a 'building worker' under the Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996?
(A) Only skilled masons and carpenters.
(B) A person employed to do any skilled, semi-skilled, or unskilled manual, supervisory, technical or clerical work for hire or reward.
(C) Any person engaged in managerial or administrative capacity.
(D) Any architect or engineer designing the building.

55. In the following question, a statement of Assertion (A) is followed by a statement of Reason (R):
Assertion (A) : The Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996, provides for the constitution of a State Welfare Board for building and construction workers.
Reason (R) : The Welfare Board is tasked with providing health, safety, and social security benefits to the registered workers from a fund created for this purpose.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

56. What is the source of the fund for the Building and Other Construction Workers' Welfare Board?
(A) All of the above.
(B) Contributions made by the building workers.
(C) All proceeds from a cess levied under the Cess Act.
(D) Grants and loans made by the Central Government.

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57. Arrange the following steps in the logical order as envisaged under the Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996.
1. Registration of building workers with the Board.
2. Contribution to the Welfare Fund.
3. Registration of employers/establishments.
4. Availing benefits like pension, maternity benefits, etc., from the Board.

(A) 3, 1, 2, 4
(B) 1, 2, 3, 4
(C) 3, 2, 1, 4
(D) 2, 3, 1, 4

58. Which of the following is NOT a safety measure mandated by the Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996?
(A) Guarantee of continuous employment for five years.
(B) Fencing of excavations and openings.
(C) Measures against fire risks.
(D) Safe means of access and egress.

59. The responsibility for providing constant and adequate supervision of any building or other construction work lies with:
(A) The senior-most building worker.
(B) The local municipal authority.
(C) The State Welfare Board.
(D) The employer.

R. Manager
S. Mine
List II (Definition):
1. Excavation for minerals
2. Person in actual control
3. Immediate proprietor
4. Person acting for owner
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-4, R-2, S-1
(C) P-3, Q-2, R-4, S-1
(D) P-4, Q-3, R-1, S-2

27. What is the primary duty of the owner, agent, and manager of a mine under the Mines Act, 1952?
(A) To maximize mineral extraction at all costs.
(B) To report production figures to the trade union.
(C) To provide employment exclusively to local residents.
(D) To ensure that all operations are carried on in accordance with the provisions of the Act.

28. According to the Mines Act, 1952, no person shall be allowed to work in a mine for more than _____ hours in any day.
(A) Eight
(B) Nine
(C) Ten
(D) Twelve

29. Consider the following statements regarding the employment of persons in a mine:
(a) No person below eighteen years of age shall be allowed to work in any mine.
(b) Women are prohibited from working in any part of a mine which is below-ground.
(c) The Central Government can permit women to work below-ground under specific conditions.
(d) Apprentices and trainees are exempt from all age-related restrictions.
Which of the above statement(s) is/are correct?
(A) (a) and (d) are correct.
(B) (b) and (c) are correct.
(C) (a), (b) and (c) are correct.
(D) (a), (b), (c) and (d) are correct.

30. The Mines Act, 1952, makes provisions for a 'Committee'. What is the primary function of this Committee?
(A) To manage the day-to-day production of the mine.
(B) To act as a collective bargaining agent for workers.
(C) To approve the annual budget of the mine.
(D) To appoint, inquire, and make recommendations on matters of safety and other issues referred to it.

31. Which of the following is NOT a health and safety provision under the Mines Act, 1952?
(A) Provision of share in the profits of the mine.
(B) Provision of cool drinking water.
(C) Provision of latrines and urinals.
(D) Powers of Inspectors when causes of danger are apprehended.

32. If a dispute arises as to whether an excavation is a 'mine' under the Mines Act, 1952, the matter is referred to:
(A) The local Civil Court.
(B) The Central Government.
(C) The High Court of the state.
(D) The International Labour Organisation.

33. Arrange the following events/enactments in chronological order:
1. Enactment of The Mines Act
2. Recommendations of the Royal Commission on Labour
3. Enactment of The Inter-state Migrant Workmen Act
4. Formation of the International Labour Organisation
(A) 4, 2, 1, 3
(B) 2, 4, 1, 3
(C) 4, 1, 2, 3
(D) 1, 2, 3, 4

34. Under the Mines Act, 1952, a person is deemed to be employed 'below ground' if they are employed in:
(A) A shaft which has been or is being sunk.
(B) An open cast working.
(C) The office building on the surface.
(D) The mineral processing plant located outside the mine boundary.

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inspector.

17. Which of the following is NOT a provision related to the 'health' of workers under the Factories Act, 1948?
(A) Cleanliness
(B) Provision of annual bonus
(C) Disposal of wastes and effluents
(D) Ventilation and temperature

18. Consider the following statements about safety provisions under the Factories Act, 1948:
(a) Fencing of machinery is mandatory.
(b) Young persons are prohibited from working on dangerous machines without training.
(c) Appointment of a Safety Officer is required in all factories irrespective of size.
(d) Provisions for protection against dangerous fumes and gases are included.
(e) The Act mandates providing personal protective equipment to all employees' family members.
Which of the following statement(s) is/are correct?
(A) (a), (b), and (c)
(B) (a), (b), and (d)
(C) (b), (c), and (e)
(D) (a), (d), and (e)

19. The Factories Act, 1948, mandates the appointment of a Safety Officer in every factory wherein _____ or more workers are ordinarily employed.
(A) 250
(B) 500
(C) 1000
(D) 2000

20. Identify the incorrect pair regarding welfare provisions under the Factories Act, 1948.
(A) Canteen - For factories employing more than 250 workers.
(B) Crèche - For factories employing more than 30 women workers.
(C) First-aid boxes - For every 150 workers.
(D) Welfare Officer - For factories employing 100 or more workers.

21. In the following question, a statement of Assertion (A) is followed by a statement of Reason (R):

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Assertion (A) : The Factories Act, 1948, lays down strict regulations regarding the weekly and daily hours of work for adult workers.
Reason (R) : The objective of these regulations is to prevent worker fatigue and ensure their health and safety by providing adequate rest.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

22. What is the maximum number of weekly working hours for an adult worker as prescribed by the Factories Act, 1948?
(A) 40 hours
(B) 48 hours
(C) 54 hours
(D) 60 hours

23. Under the Factories Act, 1948, a 'young person' is defined as a person who is:
(A) only a child who has not completed his fourteenth year of age.
(B) only an adolescent who is between fourteen and eighteen years of age.
(C) any person below the age of 21.
(D) a child or an adolescent.

24. A worker who has worked for a period of at least 240 days in a calendar year is entitled to leave with wages in the subsequent year. At what rate is this leave calculated for an adult worker under the Factories Act, 1948?
(A) One day for every twenty days of work.
(B) One day for every fifteen days of work.
(C) One day for every twenty-five days of work.
(D) One day for every thirty days of work.

25. The Mines Act, 1952, applies to:
(A) Only underground coal mines.
(B) Only open-cast mines.
(C) Every mine of whatever description.
(D) Only mines located in specified states.

26. Match List I with List II regarding terms defined under the Mines Act, 1952.
List I (Term):
P. Owner
Q. Agent

employer as well.
(C) The Act's provisions override any agreement that is less favorable to the migrant workman.
(D) The Act is applicable only to the construction industry.

44. The 'displacement allowance' payable under the Inter-state Migrant Workmen Act, 1979 is:
(A) A fixed sum of one hundred rupees.
(B) Fifty per cent of the monthly wages or seventy-five rupees, whichever is higher.
(C) Ten per cent of the annual wages.
(D) An amount decided by the contractor on a case-by-case basis.

45. The Contract Labour (Regulation and Abolition) Act, 1970, applies to every establishment where _____ or more workmen are employed as contract labour.
(A) Ten
(B) Fifty
(C) Twenty
(D) One hundred

46. Match List I with List II regarding authorities under the Contract Labour (Regulation and Abolition) Act, 1970.
List I (Authority):
P. Appropriate Government
Q. Advisory Board
R. Registering Officer
S. Licensing Officer
List II (Function):
1. Grants licenses
2. Grants registration
3. Prohibits contract labour
4. Advises government
(A) P-3, Q-4, R-2, S-1
(B) P-4, Q-3, R-1, S-2
(C) P-3, Q-1, R-4, S-2
(D) P-1, Q-2, R-3, S-4

47. What is the primary purpose of the Contract Labour (Regulation and Abolition) Act, 1970?
(A) To provide for the abolition of contract labour in certain circumstances and to regulate its use in others.
(B) To encourage the employment of contract labour in all industries.
(C) To fix minimum wages for contract labour only.
(D) To create a national database of all contractors.

48. Consider the following statements regarding the Contract Labour Act, 1970.
Statement I : The Contract Labour Act, 1970 requires every principal employer of an establishment to which the Act applies to get the establishment registered.
Statement II : The Act prohibits a principal employer from employing contract labour without a certificate of registration.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

49. Under what conditions can the appropriate Government prohibit the employment of contract labour under the Contract Labour (Regulation and Abolition) Act, 1970?
(A) If the work is perennial in nature.
(B) All of the above conditions are considered.
(C) If the work is ordinarily done by regular workmen in that establishment.
(D) If the work is sufficient to employ a considerable number of whole-time workmen.

50. Which of the following is a responsibility of the principal employer towards contract labour?
(A) To pay wages and provide amenities if the contractor defaults.
(B) To pay wages directly to all contract labourers regardless of contractor status.
(C) To provide residential housing and medical insurance to all contract labourers.
(D) To enroll all contract workers in the company's internal private pension scheme.

51. Consider the following statements about the welfare and health of contract labour:
(a) The contractor must provide and maintain canteens if employing one hundred or more workers.
(b) The contractor is responsible for providing rest-rooms.
(c) The contractor must provide sufficient supply of wholesome drinking water.
(d) The principal employer has no liability if the

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Therefore, the arbitrator's award is legally binding on both sides, whereas a conciliator's suggestions are optional.

288. (B) A Labour Court or Industrial Tribunal
Compulsory adjudication represents the most formal stage of the industrial dispute resolution hierarchy. This process is conducted by quasi-judicial bodies established by the government, such as Labour Courts, Industrial Tribunals, or National Tribunals. These institutions have the legal authority to hear evidence and issue a binding award that must be followed by both the employer and the employees.

289. (D) The framework encourages parties to resolve disputes amicably before imposing a legal decision
The structured hierarchy of dispute resolution emphasizes a preference for voluntary and amicable solutions. By offering stages like conciliation and voluntary arbitration before moving to compulsory adjudication, the framework encourages parties to find their own middle ground. Legal intervention through Tribunals is intended as a final step when all attempts at mutual agreement and mediation have failed.

290. (A) Voluntary arbitration
When management and a union mutually decide to use an external expert to resolve their disagreement and pledge to accept the outcome, they are practicing voluntary arbitration. This method allows the parties to choose their arbitrator and maintain some control over the process. Once the decision, or award, is issued, it becomes legally binding due to the agreement.

291. (C) It regulates them through specific conditions and prohibitions
The legislation does not grant an unrestricted right to engage in industrial action, nor does it completely ban such activities. Instead, it adopts a balanced approach by regulating strikes and lockouts. The Act imposes specific conditions, notice requirements, and prohibitions to ensure these actions are used as last resorts and do not unnecessarily harm public interests or stability.

292. (A) Public utility services
Strict regulations are applied to essential industries where disruptions significantly impact the community. These are classified as public utility services, including transport, power, and water supply. For these establishments, the law requires at least fourteen days of advance notice before a strike or lockout can begin. This ensures the public and parties have time to prepare or settle.

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293. (D) During the pendency of conciliation proceedings before a board
To encourage the success of formal resolution efforts, the law prohibits coercive industrial actions while proceedings are ongoing. A strike is considered illegal if it starts during the pendency of conciliation before a board. This rule ensures that parties focus on the mediation process without the pressure of a work stoppage, promoting a peaceful environment for potential settlement.

294. (B) To provide a cooling-off period and encourage resolution before disruption occurs
Mandatory notice periods and prohibitions on strikes during legal proceedings serve a vital function in labor relations. These regulations provide a necessary cooling-off period for both parties. By delaying disruptive actions, the law creates an opportunity for further negotiation and mediation. The goal is to encourage a peaceful resolution before any significant economic damage or interruption takes place.

295. (C) An illegal strike
Services like water supply are categorized as public utilities because of their essential nature. According to labor regulations, workers in these departments must provide a specific advance notice before going on strike. If a group of these employees starts an immediate strike without the required warning, their action violates statutory requirements and is consequently classified as an illegal strike.

296. (D) As complementary, one being preventive and the other curative
The 1946 and 1947 Acts function as two integrated parts of a single legal system. Their relationship is complementary rather than contradictory. The Standing Orders Act of 1946 serves a preventive role by defining clear workplace

60. To be eligible for registration as a beneficiary under the Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996, a building worker must be between the ages of:
(A) 16 and 50
(B) 18 and 60
(C) 21 and 65
(D) 14 and 58

61. Consider the following statements regarding the Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996:
(a) It applies to construction work related to residential houses built for personal use where the total cost is less than Rs. 10 Lakhs.
(b) It provides for the constitution of Safety Committees.
(c) It mandates the provision of crèches at construction sites.
(d) It makes it compulsory for every employer to pay a cess for the welfare of workers.
(e) It is administered by the Ministry of Corporate Affairs.
Which of the following statement(s) is/are correct?
(A) (a), (b), and (c)
(B) (b), (c), and (d)
(C) (a), (d), and (e)
(D) (b), (d), and (e)

62. The Child Labour (Prohibition and Regulation) Act, 1986, defines a 'child' as a person who has not completed his:
(A) Twelfth year of age
(B) Sixteenth year of age
(C) Eighteenth year of age
(D) Fourteenth year of age

63. What is the main objective of the Child Labour (Prohibition and Regulation) Act, 1986?
(A) To prohibit and regulate child engagement in various industrial employments.
(B) To prohibit the employment of children in all occupations and processes without exception.
(C) To encourage child labour in family-based enterprises.
(D) To fix a minimum wage for child workers.

64. Which of the following is an occupation where the employment of children is prohibited under the Child Labour (Prohibition and Regulation) Act, 1986?
(A) Working as an artist in the audio-visual entertainment industry.
(B) Working in beedi-making and carpet-weaving.
(C) Working in a family enterprise, outside of school hours.
(D) Working in a grocery store as a helper.

65. The Child Labour (Prohibition and Regulation) Act, 1986, provides for a "Child Labour Technical Advisory Committee". What is its function?
(A) To prosecute employers who violate the Act.
(B) To advise the Central Government for the purpose of addition of occupations and processes to the Schedule of the Act.
(C) To provide education to rescued child labourers.
(D) To conduct raids on factories employing children.

66. Consider the following statements regarding child labour laws.
Statement I : The 2016 amendment to the Child Labour Act completely prohibits the employment of children below 14 years.
Statement II : The amendment allows children to work only in family enterprises or as artists, provided it does not affect their education.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

67. The Child Labour (Prohibition and Regulation) Act was amended significantly in 2016, aligning it with the provisions of which other major legislation?
(A) The Information Technology Act, 2000
(B) The Companies Act, 2013
(C) The Right of Children to Free and Compulsory Education Act, 2009
(D) The Insolvency and Bankruptcy Code, 2016

68. The 2016 amendment to the Child Labour (Prohibition and Regulation) Act introduced a new definition of 'adolescent'. Who is an 'adolescent' according to this amendment?

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122. Which of the following benefits is NOT typically provided by the State Welfare Board under the Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996?
(A) Company shares and dividends to the beneficiaries.
(B) Pension to beneficiaries who have completed 60 years of age.
(C) Financial assistance for the education of children of beneficiaries.
(D) Maternity benefits to female beneficiaries.

123. A notice of commencement of any building or other construction work must be given to the inspector at least ____ days before the start of the work.
(A) 7
(B) 15
(C) 60
(D) 30

124. The main purpose of the Child Labour Technical Advisory Committee is to advise the government on:
(A) The curriculum for schools for working children.
(B) The list of hazardous occupations and processes to be included in the Act's schedule.
(C) The quantum of fines to be imposed on defaulting employers.
(D) The rehabilitation policy for rescued child labourers.

125. Consider the following statements about the 2016 amendment to the Child Labour (Prohibition and Regulation) Act:
(a) It aligned the law with the Right to Education Act, making education for children up to 14 years a fundamental right.
(b) It introduced stricter penalties for employers violating the law.
(c) It created a new category of "adolescent" workers (14-18 years) and regulated their employment.
(d) It completely banned children from helping in family enterprises.
Which of the following statement(s) is/are correct?
(A) (a) and (d) only
(B) (b) and (c) only
(C) (a), (b), and (c)
(D) (a), (c), and (d)

126. A restaurant owner employs a 13-year-old boy to wash dishes and clean tables from 10 a.m. to 8 p.m. This action constitutes a violation of which Act?
(A) The Factories Act, 1948
(B) The Mines Act, 1952
(C) The Contract Labour (Regulation and Abolition) Act, 1970
(D) The Child Labour (Prohibition and Regulation) Act, 1986

127. Which of the following is a key feature of the evolution of labour legislation in the post-liberalization era in India?
(A) A trend towards greater labour market flexibility and simplification of laws.
(B) A focus on strengthening inspector-raj and rigid regulations.
(C) A complete rollback of all social security measures.
(D) The exclusive focus on public sector employment.

128. The power of an inspector under the Factories Act, 1948 includes all of the following EXCEPT:
(A) To enter and inspect any factory premises.
(B) To dismiss the factory manager for non-compliance.
(C) To examine the plant and machinery.
(D) To take samples of substances for analysis.

129. If an adult worker works for more than nine hours on any day or for more than 48 hours in any week, he is entitled to overtime wages at the rate of:
(A) One and a half times the ordinary rate of wages.
(B) Twice the ordinary rate of wages.
(C) Three times the ordinary rate of wages.
(D) The same as the ordinary rate of wages.

130. Consider the following statements regarding the employment of minors in mines.
Statement I : The Mines Act, 1952, prohibits the employment of any person below 18 years of age in a mine.
Statement II : This absolute prohibition reflects

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explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

77. Under the Factories Act, 1948, what is the minimum floor space that must be allocated for every worker in a factory built after the commencement of the Act?
(A) 9.9 cubic metres
(B) 50 square feet
(C) 14.2 cubic metres
(D) 100 square feet

78. The term 'manufacturing process' under the Factories Act, 1948, does NOT include:
(A) Repairing and finishing any article.
(B) Pumping oil, water, or sewage.
(C) Generating, transforming, or transmitting power.
(D) Selling finished goods in a retail shop.

79. A canteen must be provided under the Factories Act, 1948 if the number of workers exceeds:
(A) 250
(B) 100
(C) 150
(D) 500

80. Consider the following statements regarding the employment of women in factories.
Statement I : The Factories Act, 1948 prohibits the employment of women in any factory between 7 p.m. and 6 a.m.
Statement II : The State Government can vary the time limits for the employment of women, but not between 10 p.m. and 5 a.m.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

81. Which of the following statements about the 'occupier' of a factory is incorrect?
(A) The occupier has ultimate control over the affairs of the factory.
(B) The occupier must be a person who is physically present in the factory at all times.
(C) In the case of a company, any one of the directors shall be deemed to be the occupier.
(D) The occupier is responsible for ensuring compliance with the provisions of the Act.

82. The provision for a 'crèche' in a factory is mandatory under the Factories Act, 1948, when the number of ordinarily employed women workers is more than:
(A) 30
(B) 20
(C) 50
(D) 100

83. Arrange the following provisions of the Factories Act, 1948, in the order they typically appear in the legislation.
1. Welfare
2. Health
3. Working Hours of Adults
4. Safety
(A) 1, 2, 3, 4
(B) 2, 4, 1, 3
(C) 4, 3, 2, 1
(D) 2, 1, 4, 3

84. The responsibility for the examination of eye-sight of certain workers is a specific provision under which Act?
(A) The Factories Act, 1948
(B) The Child Labour (Prohibition and Regulation) Act, 1986
(C) The Contract Labour (Regulation and Abolition) Act, 1970
(D) The Mines Act, 1952

85. Consider the following statements related to the Mines Act, 1952:
(a) The Act applies to any excavation for searching for minerals.
(b) It mandates the appointment of a Manager for every mine.
(c) It limits weekly working hours to 48 hours for both above-ground and below-ground workers.
(d) It provides for the establishment of a 'Rescue Station' for a group of specified mines.
(e) The Act is administered by the State Government exclusively.
Which of the following statement(s) is/are correct?
(A) (a), (b), and (d)
(B) (a), (c), and (e)
(C) (b), (c), and (d)
(D) (a), (b), and (e)

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company.
(B) The child must be paid minimum wages.
(C) The child must be the eldest sibling.
(D) The work must be non-hazardous and done outside school hours.

104. The penalty for employing a child in a prohibited occupation under the Child Labour (Prohibition and Regulation) Act, 1986 includes:
(A) Both imprisonment and a fine.
(B) A fine only.
(C) Imprisonment only.
(D) A warning for the first offence.

105. Consider the following statements regarding labour legislation.
Statement I : Labour legislation is primarily concerned with protecting the interests of the employer.
Statement II : The principle of social justice, which underpins labour law, seeks to redress the unequal bargaining power between labour and capital.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

106. The concept that international labour standards should be adopted by nations to prevent a 'race to the bottom' in labour conditions relates to which principle of labour legislation?
(A) Principle of International Uniformity
(B) Principle of Social Equity
(C) Principle of National Economy
(D) Principle of Social Security

107. Which of the following is NOT a fundamental right under the Indian Constitution that has a direct bearing on labour laws?
(A) Right to form associations or unions (Article 19).
(B) Prohibition of traffic in human beings and forced labour (Article 23).
(C) Prohibition of employment of children in factories (Article 24).
(D) Right to property (Article 300A).

108. An 'adolescent' as defined under the Factories Act, 1948 is a person who has completed his fifteenth year of age but not completed his:
(A) Sixteenth year
(B) Eighteenth year
(C) Seventeenth year
(D) Twenty-first year

109. What is the primary purpose of maintaining a 'register of workers' in a factory?
(A) To keep a record of workers' political affiliations.
(B) To create a seniority list for promotions.
(C) To ensure proper calculation of working hours, leave, and wages.
(D) To track the religious beliefs of the workers.

110. Consider the following safety provisions under the Factories Act, 1948:
(a) Prohibition of employment of women and children near cotton-openers.
(b) Provision of self-acting machinery safeguards.
(c) Excessive weights not to be lifted by any worker.
(d) Protection of eyes by providing suitable goggles or screens.
(e) Compulsory housing to be provided near the factory.
Which of the following statement(s) are correct safety provisions under the Act?
(A) (a), (b), (c), and (d)
(B) (a), (c), and (d)
(C) (b), (c), and (e)
(D) (a), (b), and (e)

111. A 'competent person' under the Factories Act, 1948, in relation to any provision of the Act, is:
(A) A person or institution recognized as such by the Chief Inspector for carrying out tests, examinations, and inspections.
(B) Any person who is a graduate.
(C) The oldest and most experienced worker in the factory.
(D) The owner of the factory.

112. The notice of a change of manager of a factory must be sent by the occupier to the Inspector within how many days?
(A) 3 days
(B) 7 days
(C) 15 days
(D) 30 days

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(D) P-2, Q-3, R-2, S-1

95. The Central Advisory Board constituted under the Contract Labour (Regulation and Abolition) Act, 1970, is chaired by:
(A) The Union Minister of Labour.
(B) The Prime Minister of India.
(C) The Chief Justice of India.
(D) The Chief Labour Commissioner (Central).

96. Which of the following is NOT a factor to be considered by the Appropriate Government before prohibiting contract labour in any process?
(A) Whether the work is of a perennial nature.
(B) Whether the contractor is making a high profit margin.
(C) Whether the work is incidental to the main work of the establishment.
(D) Whether the work is sufficient to employ a considerable number of whole-time workmen.

97. In the following question, a statement of Assertion (A) is followed by a statement of Reason (R):
Assertion (A) : The Contract Labour Act, 1970, aims to abolish contract labour in all forms and in all industries.
Reason (R) : The Act provides for a process of abolition only in specific processes or operations after consultation with the Advisory Board.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

98. An appeal against the order of a registering or licensing officer under the Contract Labour (Regulation and Abolition) Act, 1970 can be made to:
(A) The Appellate Officer appointed by the appropriate Government
(B) The High Court
(C) The Central Government
(D) The Advisory Board

99. The Building and Other Construction Workers' Welfare Cess Act, 1996, provides for the levy of a cess at a rate not exceeding:
(A) 1 percent of the construction cost
(B) 5 percent of the construction cost
(C) 2 percent of the construction cost
(D) 10 percent of the construction cost

100. Consider the following statements:
(a) The Building and Other Construction Workers (BOCW) Act, 1996, applies to any work related to the construction of a private residential house costing more than ten lakhs.
(b) Every building worker registered under the Act is entitled to a photo identity card.
(c) The Welfare Board constituted under the Act is a bipartite body with representatives of employers and the government only.
(d) The Act has specific provisions for protection from falling materials and for scaffolding safety.
Which of the above statement(s) is/are correct?
(A) (a), (b) and (d)
(B) (a), (c) and (d)
(C) (b) and (d) only
(D) (a) and (c) only

101. The Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996, does not apply to any building or construction work to which the provisions of which Act apply?
(A) The Companies Act, 2013
(B) The SEBI Act, 1992
(C) The Factories Act, 1948
(D) The Income Tax Act, 1961

102. Which authority is primarily responsible for enforcing the provisions of the Child Labour (Prohibition and Regulation) Act, 1986?
(A) The Police department
(B) The Inspector appointed under the Act
(C) The Judiciary
(D) The employer's association

103. If a child is permitted to work in a family enterprise, what is a key condition under the Child Labour (Prohibition and Regulation) Act, 1986?
(A) The enterprise must be a registered

whether it is to protect against exploitation, regulate relations, or provide a safety net.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

140. Consider the following statements correctly describing provisions of the Factories Act, 1948:
(a) The Act applies to mines and mobile units of the armed forces.
(b) It mandates the provision of spittoons in convenient places.
(c) It requires the appointment of a Welfare Officer in factories with 500 or more workers.
(d) An adult worker can work for up to 10 hours a day including rest intervals.
Which of the following statement(s) is/are correct?
(A) (a) and (d)
(B) (b) and (c)
(C) (a), (b) and (c)
(D) (b), (c) and (d)

141. The requirement for a certificate of fitness for a young person to work in a factory is a provision under:
(A) The Child Labour (Prohibition and Regulation) Act, 1986
(B) The Mines Act, 1952
(C) The Factories Act, 1948
(D) The Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996

142. As per the Mines Act, 1952, notice of a mining accident causing loss of life must be given to the authorities:
(A) Within 7 days
(B) Within 24 hours
(C) Within 48 hours
(D) Forthwith

143. Which of the following pair is incorrectly matched?
(A) Inter-state Migrant Workmen Act, 1979 - Inspector General
(B) Factories Act, 1948 - Occupier
(C) Mines Act, 1952 - Manager
(D) Contract Labour (Regulation and Abolition) Act, 1970 - Principal Employer

144. In the context of the Contract Labour (Regulation and Abolition) Act, 1970, which entity is primarily responsible for obtaining a license to supply contract labour?
(A) The Principal Employer
(B) The Contractor
(C) The Trade Union
(D) The Appropriate Government

145. Arrange the following Acts based on the year of their enactment, from earliest to latest.
1. The Child Labour (Prohibition and Regulation) Act
2. The Building and other Construction workers Act
3. The Factories Act
4. The Contract Labour (Regulation and Abolition) Act
(A) 3, 4, 1, 2
(B) 3, 1, 4, 2
(C) 4, 3, 2, 1
(D) 1, 3, 4, 2

146. A key difference between the Inter-state Migrant Workmen Act and the Contract Labour Act is that the former:
(A) Applies only to a specific type of contract labour, i.e., those recruited from another state.
(B) Does not require licensing of contractors.
(C) Is applicable to all industries without any threshold limit.
(D) Focuses exclusively on wage rates and not on welfare.

147. A "cess" is a tax levied for a specific purpose. The cess collected under the Building and Other Construction Workers' Welfare Cess Act, 1996 is for:
(A) Augmenting the general revenues of the Central Government.
(B) Funding the construction of government buildings.
(C) Meeting the expenses of the Building and Other Construction Workers' Welfare Board.
(D) Paying salaries to the inspectors under the Act.

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113. Under the Mines Act, 1952, the term 'office of the mine' is defined as:
(A) Any office in the same city as the mine.
(B) An office on the surface of the mine concerned.
(C) The head office of the company owning the mine.
(D) Any office designated by the trade union.

114. In the following question, a statement of Assertion (A) is followed by a statement of Reason (R):
Assertion (A) : The Mines Act, 1952, contains specific provisions regarding leave with wages for employees.
Reason (R) : The nature and hours of work in mines are strenuous, necessitating mandated periods of rest and recuperation for the health of the workers.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

115. A person employed in a mine is entitled to one day of leave with wages for every ____ days of work performed below ground.
(A) 10
(B) 20
(C) 15
(D) 25

116. The concept of 'same wages for same work' for migrant workers as paid to local workers is a key principle of which Act?
(A) The Factories Act, 1948
(B) The Equal Remuneration Act, 1976
(C) The Minimum Wages Act, 1948
(D) The Inter-state Migrant Workmen Act, 1979

117. Who is responsible for providing medical facilities to an inter-state migrant workman during his employment?
(A) The workman himself.
(B) The Government of his home state.
(C) The contractor, and by extension, the principal employer.
(D) The local charitable hospitals.

118. What is the effect of non-registration of an establishment under the Contract Labour (Regulation and Abolition) Act, 1970?
(A) The establishment can continue to employ contract labour but has to pay a penalty.
(B) The principal employer of a non-registered establishment is prohibited from employing contract labour.
(C) The establishment is immediately shut down by the authorities.
(D) The contract workers automatically become direct employees of the principal employer.

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119. Identify the incorrect statement regarding the Contract Labour (Regulation and Abolition) Act, 1970.
(A) It provides for the licensing of contractors.
(B) It makes the principal employer liable for wage payment if the contractor defaults.
(C) It requires provision of welfare facilities like canteens and rest-rooms.
(D) It mandates the abolition of contract labour in all circumstances without exception.

120. Match List I with List II regarding types of labour legislation and example acts.
List I (Type):
P. Protective/Conditions
Q. Social Security
R. Wage Legislation
S. Welfare Fund
List II (Act):
1. Payment of Wages Act
2. Factories Act
3. ESI Act
4. BOCW Cess Act
(A) P-2, Q-3, R-1, S-4
(B) P-1, Q-2, R-3, S-4
(C) P-2, Q-1, R-3, S-4
(D) P-4, Q-3, R-1, S-2

121. The 'Safety Committee' required to be constituted under the Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996 is mandatory in establishments employing ____ or more workers.
(A) 100
(B) 250
(C) 500
(D) 1000

86. What is the maximum number of hours a person can work below ground in a mine in any week, as per the Mines Act, 1952?
(A) 40 hours
(B) 48 hours
(C) 54 hours
(D) 60 hours

87. Under the Mines Act, 1952, who has the power to make regulations for the safety of persons employed in a mine?
(A) The owner of the mine.
(B) The Chief Inspector of Mines.
(C) The State Legislature.
(D) The Central Government.

88. Identify the correct pair related to the Mines Act, 1952.
(A) Mine - Includes an oil well.
(B) Agent - The person with lowest authority in the mine.
(C) Manager - Must possess qualifications prescribed by the owner.
(D) Committee - Appointed by the mine owner to increase production.

89. A 'reportable injury' under the Mines Act, 1952, is one which involves the enforced absence of the injured person from work for a period of:
(A) 24 hours or more
(B) 48 hours or more
(C) 72 hours or more
(D) one week or more

90. Consider the following statements regarding migrant workers.
Statement I : The Inter-state Migrant Workmen Act, 1979, was enacted to prevent the exploitation of workmen recruited from one state to work in another.
Statement II : The Act solely focuses on penalizing the workmen for migrating and does not impose any liability on the employer or contractor.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

91. Which authority is responsible for the registration of an establishment under the Inter-state Migrant Workmen Act, 1979?
(A) The registering officer in the home state of the migrant workman.
(B) The Central Labour Commissioner in New Delhi.
(C) The contractor who recruits the workman.
(D) The registering officer appointed by the appropriate Government in the state of employment.

92. The provisions of the Inter-state Migrant Workmen Act, 1979, are in addition to and not in derogation of which two other major Acts?
(A) The Companies Act and the SEBI Act.
(B) The Workmen's Compensation Act and the Payment of Wages Act.
(C) The Indian Penal Code and the Criminal Procedure Code.
(D) The Factories Act and the Mines Act (wherever applicable).

93. The concept of 'principal employer' is crucial in both the Contract Labour Act, 1970, and the Inter-state Migrant Workmen Act, 1979. What does it signify?
(A) The main contractor who directly employs the workmen.
(B) The government official overseeing the project.
(C) The owner or person in ultimate control of the establishment where work is being done.
(D) The lead worker in a group of labourers.

94. Match List I with List II regarding legislation and the key threshold for applicability.
List I (Legislation):
P. Factories Act (power)
Q. Contract Labour Act
R. BOCW Act
S. Inter-state Migrant Act
List II (Threshold):
1. 5+ workmen
2. 10+ workmen
3. 20+ workmen
4. 10+ workmen
(A) P-4, Q-3, R-2, S-1
(B) P-2, Q-3, R-4, S-1
(C) P-3, Q-4, R-1, S-2

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the hazardous nature of mining operations and aligns with international standards on minimum age for such work.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

131. The pass-book issued to an inter-state migrant workman must contain all the following details EXCEPT:
(A) The name and address of the workman.
(B) The rate and mode of payment of wages.
(C) The political affiliation of the workman.
(D) The terms and conditions of employment.

132. The 'Appropriate Government' in the case of a major port, mine, or an establishment of a banking company under the Contract Labour (Regulation and Abolition) Act, 1970, is:
(A) The State Government
(B) The Municipal Corporation
(C) The Port Trust Authority
(D) The Central Government

133. The liability of the principal employer to pay wages or provide welfare facilities under the Contract Labour (Regulation and Abolition) Act, 1970 arises when:
(A) The principal employer voluntarily decides to do so.
(B) The contractor requests the principal employer to do so.
(C) The contractor fails to provide these within the prescribed time.
(D) The trade union negotiates a deal for the same.

134. Which of the following activities would be considered 'building or other construction work' under the Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996?
(A) Manufacturing of bricks in a kiln.
(B) Construction of a dam or a bridge.
(C) Transportation of cement from factory to a shop.
(D) Selling of construction material in a hardware store.

135. The 'Rehabilitation-cum-Welfare Fund' is a concept associated with which recent development in child labour legislation?
(A) A fund for providing mid-day meals to school children.
(B) A welfare fund for the families of factory inspectors.
(C) A corpus for promoting sports among children.
(D) The fund created from penalties collected from employers who violate the Child Labour (Prohibition and Regulation) Act.

136. Which Constitutional Amendment made 'Right to Education' a Fundamental Right, which had a significant impact on child labour laws?
(A) 86th Amendment
(B) 42nd Amendment
(C) 44th Amendment
(D) 73rd Amendment

137. Which Act specifically deals with the regulation of working conditions and prevention of exploitation of workers sourced through intermediaries from other states?
(A) The Factories Act, 1948
(B) The Contract Labour (Regulation and Abolition) Act, 1970
(C) The Inter-state Migrant Workmen Act, 1979
(D) The Building and other Construction workers Act, 1996

138. Which of the following is NOT an objective of the International Labour Organisation?
(A) To provide financial loans to countries for infrastructure development.
(B) To promote and realize standards and fundamental principles and rights at work.
(C) To create greater opportunities for women and men to secure decent employment.
(D) To enhance the coverage and effectiveness of social protection for all.

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139. In the following question, a statement of Assertion (A) is followed by a statement of Reason (R):
Assertion (A) : Labour laws are often classified as protective, regulative, and social security legislations.
Reason (R) : This classification helps in understanding the specific purpose of each law,

(A) A person who has completed his 14th year but not his 16th year.
(B) A person who has completed his 16th year but not his 18th year.
(C) A person who has completed his 12th year but not his 16th year.
(D) A person who has completed his 14th year but not his 18th year.

69. What is the regulation regarding the employment of 'adolescents' after the 2016 amendment?
(A) They are prohibited from all forms of employment.
(B) They can be employed in any occupation, including hazardous ones.
(C) They are prohibited from employment in hazardous occupations and processes.
(D) They can only be employed in government jobs.

70. Which international convention is most closely related to the principles enshrined in the Child Labour (Prohibition and Regulation) Act, 1986?
(A) ILO Convention on Freedom of Association (No. 87)
(B) ILO Convention on Minimum Age (No. 138)
(C) ILO Convention on Maritime Labour
(D) ILO Convention on Working Hours (No. 1)

71. Which of the following is NOT a regulatory condition for the work of children where permitted under the Act?
(A) The period of work is limited to three hours.
(B) The child is not permitted to work overtime.
(C) The work should not be between 7 p.m. and 8 a.m.
(D) The child must be paid a wage equal to that of an adult worker.

72. The principle of 'social justice' is most directly violated by which of the following practices?
(A) Employing children in hazardous occupations.
(B) Providing paid maternity leave.
(C) Forming a trade union.
(D) Paying wages above the minimum wage.

73. Match List I with List II regarding major labour acts and their focus areas.
List I (Act):
P. Factories Act, 1948
Q. Contract Labour Act, 1970
R. BOCW Act, 1996
S. Child Labour Act, 1986
List II (Key Focus Area):
1. Specific employment regulation
2. Age-based prohibition
3. Safety in manufacturing
4. Construction welfare fund
(A) P-1, Q-3, R-2, S-4
(B) P-3, Q-1, R-4, S-2
(C) P-3, Q-2, R-1, S-4
(D) P-4, Q-1, R-3, S-2

74. Which of the following constitutional articles prohibiting forced labour is a cornerstone for many labour legislations?
(A) Article 23
(B) Article 19(1)(c)
(C) Article 21
(D) Article 32

75. Consider the following statements regarding labour legislation in India:
(a) Labour is a subject in the Union List of the Constitution.
(b) The ILO's conventions are automatically binding on India upon ratification.
(c) The Factories Act, 1948, is an example of protective and welfare legislation.
(d) The principle of social justice aims to maintain the status quo between employer and employee.
Which of the above statement(s) is/are correct?
(A) (c) only
(B) (b) and (c)
(C) (a), (c) and (d)
(D) All are incorrect.

76. In the following question, a statement of Assertion (A) is followed by a statement of Reason (R):
Assertion (A) : The Factories Act, 1948, contains detailed provisions regarding cleanliness, lighting, and ventilation in a factory.
Reason (R) : These provisions are aimed at ensuring a healthy working environment for the workers, which is a primary objective of the Act.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct

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148. The prohibition on the employment of adolescents (14-18 years) in hazardous occupations is a key feature of the amended:
(A) The Factories Act, 1948
(B) The Mines Act, 1952
(C) The Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996
(D) The Child Labour (Prohibition and Regulation) Act, 1986

149. Consider the following statements regarding industrial democracy.
Statement I : The Indian Constitution under Article 43A encourages the participation of workers in the management of undertakings.
Statement II : This directive principle has been a driving force behind the enactment of laws promoting industrial democracy.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

150. Match List I with List II regarding welfare provisions and relevant acts.
List I (Provision):
P. Canteen
Q. Crèche
R. Safety Committee
S. Displacement Allowance
List II (Relevant Act):
1. Inter-state Migrant Act
2. BOCW Act
3. Factories Act (30 women)
4. Factories Act (250 workers)
(A) P-4, Q-3, R-2, S-1
(B) P-3, Q-4, R-1, S-2
(C) P-4, Q-2, R-3, S-1
(D) P-1, Q-2, R-3, S-4

151. What is the maximum number of overtime hours that a worker is permitted to work in a quarter (a period of three months) under the Factories Act, 1948?
(A) 50 hours
(B) 100 hours
(C) 125 hours
(D) 75 hours

152. Under the Factories Act, 1948, who has the power to declare any premises as a factory, even if it employs less than the statutory number of workers, if a manufacturing process is carried on?
(A) The State Government
(B) The Occupier
(C) The Chief Inspector
(D) The Trade Union

153. A "serious bodily injury" under the Mines Act, 1952, is one which involves:
(A) Any injury that requires first-aid.
(B) Enforced absence from work for more than 72 hours.
(C) The permanent loss of any part or section of a body.
(D) Any cut or bruise sustained during work.

154. The concept of "deemed principal employer" is relevant in which Act, holding the owner of the premises liable?
(A) The Inter-state Migrant Workmen Act, 1979
(B) The Child Labour (Prohibition and Regulation) Act, 1986
(C) The Contract Labour (Regulation and Abolition) Act, 1970
(D) The Mines Act, 1952

155. Consider the following statements regarding the Contract Labour (Regulation and Abolition) Act, 1970:
(a) The Act applies to establishments where work is of an intermittent or casual nature.
(b) Registration of an establishment is permanent and does not require renewal.
(c) A contractor's license specifies the number of workmen and the nature of work.
(d) The Act ensures that contract labour gets the same wages and conditions as regular employees doing similar work.
(e) The Act was passed to completely prohibit and criminalize the system of contract labour.
Which of the following statement(s) is/are correct?
(A) (c) and (d)
(B) (a) and (e)
(C) (b), (c) and (d)
(D) (a), (c) and (d)

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195. Consider the following functions of the Welfare Board under the Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996:
(a) To provide immediate assistance to a beneficiary in case of accident.
(b) To sanction loans and advances for the construction of a house.
(c) To pay pension to the beneficiaries.
(d) To directly manage the construction work at sites.
(e) To prosecute non-compliant employers.
Which of the above function(s) are correctly associated with the Welfare Board?
(A) (a), (b), and (c)
(B) (a), (c), and (e)
(C) (b), (d), and (e)
(D) (a), (b), and (d)

196. An inspector under the Child Labour (Prohibition and Regulation) Act can do all of the following EXCEPT:
(A) Enter and search any place where child labour is suspected.
(B) Seize any register or document relevant to an offence.
(C) Examine any person found in the premises.
(D) Order the immediate closure of the entire establishment.

197. The provision for 'equal remuneration to men and women for same work or work of a similar nature' is a direct reflection of which constitutional principle?
(A) Article 14 (Equality before law)
(B) Article 21 (Right to life and personal liberty)
(C) Article 39(d) (Directive Principle)
(D) Article 19(1)(g) (Right to practice any profession)

198. The provision for a 'Safety Officer' in a factory is an example of which type of labour legislation?
(A) Social security legislation
(B) Protective legislation
(C) Wage legislation
(D) Industrial relations legislation

199. The powers of an Inspector under the Mines Act, 1952, are extensive and are primarily aimed at:
(A) Increasing mineral output.
(B) Collecting revenue for the government.
(C) Mediating in wage disputes.
(D) Ensuring the safety and health of the mine workers.

200. The term 'establishment' in the Contract Labour (Regulation and Abolition) Act, 1970 refers to:
(A) Any place where an industry, trade, business, manufacture or occupation is carried on.
(B) Any office of a contractor.
(C) Only government departments.
(D) Only public sector undertakings.

201. The registration of a building worker with the Welfare Board under the Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996, is crucial because:
(A) It is required to get a job in construction.
(B) It serves as a national identity card.
(C) Only registered workers are eligible for benefits from the welfare fund.
(D) It is mandatory for filing income tax returns.

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202. The creation of a "Rehabilitation Fund for Child Labour" at the district level is a significant step towards:
(A) Ensuring the rescued child's education and welfare.
(B) Punishing the child for working.
(C) Providing a pension to former child labourers.
(D) Funding the Technical Advisory Committee.

203. Match List I with List II regarding key labour law concepts and their descriptions.
List I (Concept):
P. Social Justice
Q. Tripartism
R. Laissez-faire
S. Protective Legislation
List II (Description):
1. Economic non-intervention
2. Three-party collaboration
3. Health/Safety standards
4. Ensuring fairness
(A) P-4, Q-2, R-1, S-3
(B) P-2, Q-4, R-3, S-1
(C) P-4, Q-1, R-2, S-3
(D) P-3, Q-2, R-1, S-4

(A) The State Government where the project is located.
(B) The Central Government.
(C) The Municipal authority of the area.
(D) The Welfare Board itself.

167. Which of the following is considered a 'hazardous process' under the Child Labour (Prohibition and Regulation) Act, where employment of adolescents is prohibited?
(A) Working in a library.
(B) Data entry work in an office.
(C) Working as a sales assistant in a clothing store.
(D) Mines and work with explosives.

168. The evolution of labour legislation in India was significantly influenced by the report of which commission in 1931?
(A) The Royal Commission on Labour (Whitley Commission)
(B) The Simon Commission
(C) The First National Commission on Labour (Gajendragadkar Commission)
(D) The Sarkaria Commission

169. Consider the following statements regarding daily working hours.
Statement I : The Factories Act, 1948 lays down that no adult worker shall be required or allowed to work in a factory for more than nine hours in any day.
Statement II : The Act allows for this daily limit to be exceeded with the worker's consent, without any upper limit, as long as weekly hours are maintained.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

170. Which of the following correctly describes a provision regarding working hours under the Mines Act, 1952?
(A) No person is allowed to work for more than six days in any week.
(B) Overtime work is completely prohibited.
(C) Night shift work for men is not allowed.
(D) Workers must work a minimum of 10 hours a day.

171. Who is primarily held responsible for ensuring compliance with the Inter-state Migrant Workmen Act, 1979 on a day-to-day basis at the work site?
(A) The Principal Employer
(B) The Migrant Workmen themselves
(C) The home state government of the workmen
(D) The Contractor

172. Consider the following statements about the abolition of contract labour:
(a) The appropriate government can prohibit contract labour in any establishment.
(b) This decision is taken after consulting the Central Advisory Board or State Advisory Board.
(c) The financial viability of the contractor is the main criterion for abolition.
(d) If contract labour is abolished, the contract workmen are automatically absorbed as regular employees.
Which of the following statement(s) is/are correct?
(A) (a) and (b)
(B) (a) and (c)
(C) (b) and (d)
(D) (c) and (d)

173. The Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996, aims to regulate the employment and conditions of service of which specific group?
(A) All unorganized sector workers.
(B) Workers engaged in manufacturing activities.
(C) Building and other construction workers.
(D) Government employees only.

174. The Schedule to the Child Labour (Prohibition and Regulation) Act, 1986, which lists prohibited occupations and processes, can be amended by:
(A) The Supreme Court of India
(B) The Parliament through a constitutional amendment
(C) The State Legislatures
(D) The Central Government by notification in the Official Gazette

175. The tripartite principle of the ILO is a practical application of which broader political concept?

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(A) Social Dialogue
(B) Authoritarianism
(C) Unilateralism
(D) Laissez-faire

176. Which provision of the Indian Constitution directs the State to secure a living wage and conditions of work ensuring a decent standard of life?
(A) Article 21
(B) Article 43
(C) Article 19
(D) Article 14

177. The First Factories Act in India was passed in which year?
(A) 1911
(B) 1881
(C) 1947
(D) 1948

178. Under the Factories Act, 1948, the responsibility to notify the authorities about an accident or dangerous occurrence lies with the:
(A) Manager of the factory
(B) Injured worker
(C) Trade union leader
(D) Doctor who treated the worker

179. Match List I with List II regarding enforcement authorities and governing acts.
List I (Authority):
P. Chief Inspector Mines
Q. Technical Advisory Committee
R. BOCW Welfare Board
S. Licensing Officer
List II (Act):
1. Contract Labour Act
2. BOCW Act
3. Child Labour Act
4. Mines Act
(A) P-4, Q-3, R-2, S-1
(B) P-3, Q-4, R-1, S-2
(C) P-4, Q-2, R-3, S-1
(D) P-1, Q-3, R-2, S-4

180. A person employed through a contractor in or in connection with the work of an establishment is known as:
(A) An out-worker
(B) A home-worker
(C) A permanent employee
(D) Contract labour

181. In the following question, a statement of Assertion (A) is followed by a statement of Reason (R):
Assertion (A) : The Building and Other Construction Workers (BOCW) Act, 1996 was enacted because construction workers are often engaged in hazardous activities and have insecure employment.
Reason (R) : The Act seeks to address these issues by creating a welfare fund and mandating safety provisions at construction sites.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

182. A 13-year-old child helping her parents in their family farm after school hours is:
(A) Prohibited under the Child Labour (Prohibition and Regulation) Act.
(B) Permitted under the exception for family enterprises in the Child Labour (Prohibition and Regulation) Act.
(C) Governed by the Factories Act.
(D) Considered an offence by the parents.

183. The concept of "social justice" in labour law is best understood as:
(A) An attempt to provide charity to the poor.
(B) A fixed code of conduct for employers.
(C) The principle that all workers should receive the same salary.
(D) A dynamic concept that corrects the power imbalance and ensures distributive justice.

184. The double employment of a worker is:
(A) Prohibited under the Factories Act, 1948.
(B) Encouraged under the Factories Act, 1948.
(C) Permitted if the worker agrees to it.
(D) Not mentioned in the Factories Act, 1948.

185. A mine where operations extend below the superjacent ground is called:
(A) An open cast working
(B) A quarry
(C) A below-ground working

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(D) A surface mine

186. The failure of a contractor to obtain a license under the Contract Labour (Regulation and Abolition) Act, 1970 results in:
(A) The contractor being debarred from employing contract labour.
(B) The contract becoming voidable.
(C) Automatic absorption of contract labour by the principal employer.
(D) A monetary fine on the principal employer only.

187. Which of the following legislative acts was specifically created to provide social security to workers in the construction sector?
(A) The Factories Act, 1948
(B) The Mines Act, 1952
(C) The Inter-state Migrant Workmen Act, 1979
(D) The Building and other Construction workers Act, 1996

188. Identify the correct statement about the Child Labour (Prohibition and Regulation) Act, 1986.
(A) It applies to all children under the age of 18.
(B) It provides for a specific procedure to add new occupations to the prohibited list.
(C) It completely prohibits children from working in the entertainment industry.
(D) It was repealed and replaced by the Right to Education Act.

189. Arrange the following labour legislations in the chronological order of their enactment.
1. The Mines Act
2. The Inter-state Migrant Workmen Act
3. The Child Labour (Prohibition and Regulation) Act
4. The Contract Labour (Regulation and Abolition) Act

(A) 1, 4, 2, 3
(B) 1, 2, 4, 3
(C) 4, 1, 3, 2
(D) 2, 1, 4, 3

190. Consider the following statements regarding labour relations.
Statement I : Labour legislation is an outcome of the 'laissez-faire' policy where the state does not intervene in the relationship between employer and employee.
Statement II : The core philosophy of labour legislation is state intervention to protect the weaker party, the worker, and ensure humane work conditions.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

191. The term 'worker' under the Factories Act, 1948 is defined broadly. It includes a person employed:
(A) Directly by the principal employer or via an agency.
(B) Only if they are a member of a registered trade union.
(C) Only if they perform manual labour within the site.
(D) Only if they are paid on a monthly salary basis.

192. Which provision under the Mines Act, 1952, is specifically aimed at preventing disasters related to flooding or gas leaks?
(A) Provision of canteens.
(B) Maintenance of plans and sections of the mine workings.
(C) Limitation of working hours.
(D) Annual leave with wages.

193. Which of the following is a primary responsibility of the principal employer under the Inter-state Migrant Workmen Act, 1979?
(A) To personally recruit workers from other states.
(B) To ensure that the contractor complies with the provisions of the Act.
(C) To provide housing to the families of migrant workers in their home state.
(D) To pay a monthly stipend to the government of the workman's home state.

194. The decision to prohibit employment of contract labour in a specific process is an example of the Act's objective of:
(A) Abolition
(B) Regulation
(C) Registration
(D) Licensing

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156. An appeal against the order of the registering authority under the Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996, lies with the:
(A) Central Government
(B) State Government or an authority specified by it
(C) High Court
(D) Welfare Board

157. Which law introduced a comprehensive ban on the employment of children under 14, with certain exceptions, and linked the age of employment to the age of compulsory education?
(A) The Factories Act, 1948
(B) The Mines Act, 1952
(C) The Child Labour (Prohibition and Regulation) Amendment Act, 2016
(D) The Right to Information Act, 2005

158. The principle of 'equal pay for equal work' is enshrined in the Indian Constitution as a:
(A) Fundamental Right
(B) Fundamental Duty
(C) Legal Right under Civil Law
(D) Directive Principle of State Policy

159. The 'Philadelphia Declaration' is a significant document associated with the:
(A) International Labour Organisation
(B) United Nations
(C) World Trade Organization
(D) World Health Organization

160. In the following question, a statement of Assertion (A) is followed by a statement of Reason (R):
Assertion (A) : The Factories Act, 1948, has provisions for annual leave with wages.
Reason (R) : This provision is intended to increase the productivity of the factory by making workers work continuously without a break.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

161. A 'child' under the Factories Act, 1948 is a person who has not completed his:
(A) Fourteenth year
(B) Fifteenth year
(C) Sixteenth year
(D) Eighteenth year

162. For how long is a certificate of fitness granted to a young person valid under the Factories Act, 1948?
(A) Twelve months
(B) Six months
(C) Two years
(D) Until they turn 18

163. The power to exempt any mine or any person from the provisions of the Mines Act, 1952, lies with the:
(A) Mine Manager
(B) Chief Inspector
(C) Central Government
(D) State Government

164. What is the primary objective of requiring a contractor to obtain a license under the Inter-state Migrant Workmen Act, 1979?
(A) To generate significant tax revenue for the respective government.
(B) To limit the total number of contractors in a specific market.
(C) To create a digital database for federal tax collection purposes.
(D) To ensure the contractor is responsible and will abide by all laws.

165. The term 'workman' is central to the Contract Labour (Regulation and Abolition) Act, 1970. It does NOT include persons employed mainly in a:
(A) Manual capacity
(B) Clerical capacity
(C) Supervisory capacity drawing wages exceeding a certain limit
(D) Unskilled capacity

166. A construction project is being executed by a Central Government department. For the purposes of the Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996, the 'appropriate Government' would be:

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204. Which of the following is NOT a 'welfare' provision under the Factories Act, 1948?
(A) First-aid appliances
(B) Fencing of machinery
(C) Shelters, rest rooms and lunch rooms
(D) Crèches

205. The Mines Rescue Rules are framed under the powers given by which Act?
(A) The Factories Act, 1948
(B) The Environment Protection Act, 1986
(C) The Mines Act, 1952
(D) The Disaster Management Act, 2005

206. Consider the following statements regarding migrant workers.
Statement I : The Inter-state Migrant Workmen Act, 1979 ensures that migrant workers receive wages equal to local workers for similar work.
Statement II : The Act also provides for a displacement allowance to compensate for the difficulty of being displaced from their native place.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

207. A contractor's license granted under the Contract Labour (Regulation and Abolition) Act, 1970 can be revoked if the contractor:
(A) All of the above.
(B) Has obtained the license by misrepresentation.
(C) Has failed to comply with the conditions of the license.
(D) Has been convicted of an offence under the Act.

208. The cess levied for the welfare of construction workers is collected by:
(A) The employer and deposited with the Welfare Board.
(B) The local authority or the State Government department.
(C) The Income Tax department.
(D) The workers' union.

209. The complete prohibition on the employment of children below 14 years enacted in 2016 aims to bring Indian law in line with which ILO convention?
(A) ILO Convention 87 (Freedom of Association)
(B) ILO Convention 182 (Worst Forms of Child Labour)
(C) ILO Convention 1 (Hours of Work)
(D) ILO Convention 29 (Forced Labour)

210. The concept of 'labour' being on the Concurrent List of the Indian Constitution means:
(A) Both the Parliament and State Legislatures can make laws on it.
(B) Only the Parliament can make laws on it.
(C) Only the State Legislatures can make laws on it.
(D) No legislative body can make laws on it.

211. In the following question, a statement of Assertion (A) is followed by a statement of Reason (R):
Assertion (A) : The Factories Act, 1948, prescribes specific rules for the disposal of wastes and effluents.
Reason (R) : This is to ensure the health and safety of the general public in the vicinity of the factory, not the workers inside.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

212. Which authority under the Mines Act, 1952 has the power to issue directions for the purpose of preventing apprehended danger?
(A) The Mine Manager
(B) The Owner
(C) The District Collector
(D) The Inspector of Mines

213. The Inter-state Migrant Workmen Act, 1979 applies to contractors who recruit ____ or more migrant workmen.
(A) Ten
(B) Fifteen
(C) Five
(D) Twenty

214. The registration of an establishment under the Contract Labour (Regulation and Abolition)

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Act, 1970, can be revoked by the registering officer if:
(A) The establishment makes a huge profit.
(B) The registration was obtained by misrepresentation or suppression of any material fact.
(C) The establishment changes its business line.
(D) The establishment hires more regular workers.

215. The term 'beneficiary' in the context of the Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996, refers to:
(A) The employer of a construction worker.
(B) Any person living near a construction site.
(C) The family of the owner of the construction company.
(D) A building worker registered under the Act.

216. Which Act explicitly prohibits the employment of children in the process of 'beedi-making'?
(A) The Child Labour (Prohibition and Regulation) Act, 1986
(B) The Factories Act, 1948
(C) The Mines Act, 1952
(D) The Beedi and Cigar Workers (Conditions of Employment) Act, 1966

217. The Indian Constitution's commitment to social justice is reflected in its:
(A) Preamble only
(B) Fundamental Rights only
(C) Preamble, Fundamental Rights, and Directive Principles of State Policy
(D) Directive Principles of State Policy only

218. In the event of a conflict between a law made by Parliament and a law made by a State Legislature on a 'Concurrent List' subject, which law generally prevails?
(A) The law made by Parliament
(B) The State law
(C) The law that was enacted earlier
(D) Both laws become void

219. Consider the following provisions of the Factories Act, 1948:
(a) Provisions for adequate lighting in workplaces.
(b) Prohibition of children working in a factory.
(c) Maintenance of a register of adult workers.
(d) Provision of cool drinking water during hot weather.
(e) Appointment of an occupier for the factory.
Which of the above are mandatory statement(s) under the Act?
(A) (a), (b), and (c) only
(B) (a), (c), and (d) only
(C) (b), (d), and (e) only
(D) All (a), (b), (c), (d), and (e) are mandatory

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220. Who is responsible for making 'bye-laws' for the prevention of accidents and for the safety of workers in a mine?
(A) The Central Government
(B) The owner, agent, or manager of the mine
(C) The Chief Inspector
(D) The District Magistrate

221. If a migrant workman is not paid his wages, he can file a claim under which Act, whose provisions are saved by the Inter-state Migrant Workmen Act?
(A) The Companies Act, 2013
(B) The Indian Contract Act, 1872
(C) The Payment of Wages Act, 1936
(D) The Sale of Goods Act, 1930

222. The Central Advisory Board under the Contract Labour (Regulation and Abolition) Act, 1970 is a:
(A) Bipartite body
(B) Unilateral body
(C) Judicial body
(D) Tripartite body

223. What is the minimum number of days a building worker must have worked in a year to be eligible for registration under the Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996?
(A) 90 days
(B) 30 days
(C) 60 days
(D) 120 days

224. The penalty for obstructing an Inspector from performing his duties under the Child Labour (Prohibition and Regulation) Act, 1986, for example by failing to produce records, includes:

(A) A simple warning
(B) Imprisonment and/or fine
(C) Community service
(D) Cancellation of business license

225. A factory employing 50 workers, of whom 25 are women, and using a process with the aid of power, is subject to the provisions of which Act?
(A) Only the Shops and Establishments Act.
(B) The Factories Act, 1948.
(C) The Mines Act, 1952.
(D) It is exempt from all labour laws.

226. The requirement to provide separate latrines and urinals for male and female workers is a provision under:
(A) All of the above
(B) The Factories Act, 1948
(C) The Mines Act, 1952
(D) The Building and Other Construction Workers (BOCW) Act, 1996

227. An employer who contravenes the provisions of the Inter-state Migrant Workmen Act, 1979 regarding employment is punishable with:
(A) A warning letter
(B) Only a fine
(C) Imprisonment and fine
(D) Compulsory training on labour laws

228. Consider the following statements regarding contract labour laws.
Statement I : The primary aim of the Contract Labour (Regulation and Abolition) Act, 1970 is to improve the working conditions of contract labour.
Statement II : The Act achieves this by a dual approach: regulating contract work where necessary and abolishing it where feasible.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

229. Which of these is NOT a function of the Building and Other Construction Workers' Welfare Board?
(A) Providing financial assistance for skill development.
(B) Making payments of pension to beneficiaries.
(C) Fixing the minimum wages for construction workers.
(D) Providing maternity benefits to female beneficiaries.

230. The 2016 amendment to the Child Labour (Prohibition and Regulation) Act made the employment of a child below 14 years a _____ offence for the employer.
(A) Civil
(B) Cognizable
(C) Non-cognizable
(D) Bailable

231. The principle that labour is not a commodity is a cornerstone of which international organization's philosophy?
(A) World Bank
(B) International Monetary Fund (IMF)
(C) World Trade Organisation (WTO)
(D) International Labour Organisation (ILO)

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232. An occupier of a factory must send a written notice of occupation to the Chief Inspector at least ___ days before they begin to occupy the premises as a factory.
(A) 15
(B) 7
(C) 30
(D) 45

233. The provision of 'one first-aid box for every 150 workers' is stipulated under which Act?
(A) The Mines Act, 1952
(B) The Building and Other Construction Workers (BOCW) Act, 1996
(C) The Factories Act, 1948
(D) The Contract Labour (Regulation and Abolition) Act, 1970

234. In case of a fatal accident in a mine, the manager must inform the competent authority by:
(A) Telephone, telegram or fax
(B) Post
(C) Email
(D) A personal visit within a week

235. The purpose of issuing a 'passbook' to every inter-state migrant workman is to:
(A) serve as a travel document.
(B) enable him to vote in the state of

employment.
(C) act as a substitute for a bank account.
(D) provide a record of his employment details, wages, and deductions.

236. Match List I with List II regarding enforcement authorities and their corresponding acts.
List I (Act):
P. Factories Act, 1948
Q. Mines Act, 1952
R. Contract Labour Act, 1970
S. BOCW Act, 1996
List II (Enforcement Authority):
1. Act Inspector
2. Govt. Inspector
3. Factories Inspectors
4. Mines Inspectors
(A) P-3, Q-4, R-2, S-1
(B) P-4, Q-3, R-1, S-2
(C) P-1, Q-2, R-3, S-4
(D) P-3, Q-4, R-1, S-2

237. A temporary certificate of registration for an establishment under the Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996 is valid for a maximum period of:
(A) Three months
(B) Six months
(C) One month
(D) One year

238. The Child Labour (Prohibition and Regulation) Act, 1986 overrides the provisions of which other Acts with respect to the employment of children?
(A) The Factories Act, 1948
(B) The Mines Act, 1952
(C) The Plantations Labour Act, 1951
(D) All of the above

239. The evolution of labour legislation can be broadly categorized into periods. The initial period was characterized by:
(A) Laws to ensure a disciplined workforce for British employers.
(B) A focus on social security.
(C) Laws promoting trade unionism.
(D) A complete absence of any labour laws.

240. Consider the following statements about the 'occupier' under the Factories Act, 1948:
(a) In case of a firm, any of the individual partners shall be the occupier.
(b) In case of a government-owned factory, the person appointed to manage the affairs is the occupier.
(c) The occupier must be a resident of the same city as the factory.
(d) The occupier is personally liable for contraventions of the Act.
Which of the following statement(s) are correct?
(A) (a), (b) and (d)
(B) (a), (c) and (d)
(C) (b) and (d) only
(D) (a) and (c) only

241. In the following question, a statement of Assertion (A) is followed by a statement of Reason (R):
Assertion (A) : The Mines Act, 1952, places a strong emphasis on the qualifications and responsibilities of the Mine Manager.
Reason (R) : The Manager is responsible for the overall control, management, supervision, and direction of the mine, making their role critical for safety.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

242. A person shall NOT be qualified for appointment as a Presiding Officer of a Labour Court unless he has been a judge of a High Court or has been a District Judge or Additional District Judge for a period of not less than:
(A) Three years
(B) One year
(C) Five years
(D) Seven years

243. The "Appropriate Government" is a key concept in labour laws. For an oil field, the appropriate government is:
(A) The State Government of the state where the oil field is located.
(B) The Ministry of Environment and Forests.
(C) The Central Government.

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(D) The local Panchayat.

244. Under the Contract Labour (Regulation and Abolition) Act, 1970, if a principal employer fails to get his establishment registered, he is liable for:
(A) Imprisonment only
(B) Both fine and imprisonment
(C) A warning and a compliance notice
(D) A fine only

245. Which of the following is an example of a social security benefit provided under the Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996?
(A) Provision of drinking water at the site.
(B) Provision of safety helmets.
(C) Payment of pension to a beneficiary after attaining the age of 60 years.
(D) Regular site inspections by the Safety Officer.

246. The punishment for employing a child in contravention of the Child Labour (Prohibition and Regulation) Act, 1986, for a first-time offence, is imprisonment for a term which shall not be less than:
(A) One month
(B) Six months
(C) Three months
(D) One year

247. The International Labour Conference, which is the supreme body of the ILO, meets:
(A) Every month
(B) Every six months
(C) Once every two years
(D) Once a year

248. The concept of "hazardous process" was introduced in the Factories Act, 1948, through an amendment in which year, following the Bhopal Gas Tragedy?
(A) 1987
(B) 1976
(C) 1996
(D) 2005

249. Which of the following is NOT a ground for disqualification for being a member of a Committee under the Mines Act, 1952?
(A) Being a manager of the mine concerned.
(B) Being pecuniarily interested in the mine concerned.
(C) Being a woman.
(D) Having a direct or indirect share in the mining company.

250. The ultimate responsibility for the payment of wages to contract labour, in case of default by the contractor, rests with:
(A) The Principal Employer
(B) The Appropriate Government
(C) The Trade Union
(D) The Labour Court

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Direction : Please read the following source carefully.

Labour legislation represents a critical framework for governing the relationship between employers, employees, and trade unions, with the overarching goal of fostering industrial peace and ensuring social justice. The primary objective of these laws is to protect labourers from exploitation and to improve their working and living conditions. This protective principle is complemented by the principle of social equity, which aims to create a more equitable distribution of profits and benefits between capital and labour, thereby reducing inequalities. Furthermore, labour laws are guided by the principle of contributing to the national economy by ensuring uninterrupted production and maintaining a healthy, efficient workforce. The evolution of labour legislation in India reflects a shift from a laissez-faire approach during the colonial era to a more interventionist and welfare-oriented model post-independence. Another significant principle is that of international uniformity, largely driven by the conventions and recommendations of the International Labour Organisation (ILO). This principle encourages member nations to align their national labour standards with global benchmarks, promoting a level playing field and upholding human rights at work. Thus, labour legislation is not merely a set of rules but a dynamic instrument for social and economic policy, balancing the interests of workers, employers, and society at large.

Based on the above source, attempt the following

legislation tailored to address the unique and hazardous conditions inherent in mining operations. While sharing the broad objectives of health, safety, and welfare with the Factories Act, its provisions are adapted to the specific risks associated with underground and opencast mining. The Act governs working conditions in all mines, including coal, metalliferous, and oil mines. Its health provisions focus on issues pertinent to the mining environment, such as providing cool and wholesome drinking water, maintaining surface and underground sanitation, and preventing diseases associated with mining, like silicosis and pneumoconiosis. The safety provisions are particularly stringent, reflecting the high-risk nature of the work. These include detailed regulations for mine workings, management of shafts and outlets, road and haulage ways, and the prevention of explosions from inflammable gas or coal dust. The Act also specifies the powers and duties of inspectors and mine management in ensuring safety protocols are followed. It regulates hours of work, limiting weekly and daily hours, and prohibits the employment of women and children in underground work. The legislation underscores the state's recognition that workers in the mining sector require a dedicated and robust legal framework to protect them from occupational hazards that are far more severe than those in a typical factory setting.

Based on the above source, attempt the following five questions.

276. The Mines Act, 1952, is described as legislation specifically tailored for the:
(A) unique and hazardous conditions of mining operations.
(B) manufacturing and service sectors.
(C) regulation of contract labour in all industries.
(D) financial administration of mining corporations.

277. Which health issue, specifically mentioned as being associated with mining, does the Act aim to prevent?
(A) Repetitive strain injury.
(B) Digital eye strain.
(C) Scurvy and beriberi.
(D) Silicosis and pneumoconiosis.

278. A key distinction of the Mines Act, 1952, compared to general factory legislation is its:
(A) complete lack of welfare provisions.
(B) stringent provisions adapted to risks like gas explosions and underground work.
(C) focus on less stringent safety norms.
(D) applicability only to government-owned enterprises.

279. According to the paragraph, the Mines Act, 1952, places a specific prohibition on:
(A) the use of any machinery in mining.
(B) workers forming any trade unions.
(C) the employment of women and children in underground work.
(D) all forms of opencast mining operations.

280. The overall purpose of the Mines Act, 1952, can be inferred as providing a:
(A) framework for maximizing mineral extraction regardless of worker safety.
(B) basic guideline that is voluntary for mine owners to follow.
(C) mechanism to transfer ownership of all mines to the state.
(D) robust legal framework to protect mine workers from severe occupational hazards.

Direction : Please read the following source carefully.

The Inter-State Migrant Workmen (Regulation of Employment and Conditions of Service) Act, 1979, was enacted to address the exploitation of a particularly vulnerable segment of the labour force. It aims to regulate the employment of inter-state migrant workmen and to provide for their conditions of service. The Act applies to every establishment in which five or more inter-state migrant workmen are employed or were employed on any day of the preceding twelve months. A key feature of this legislation is the mandatory registration of all such establishments with the appropriate authorities. Furthermore, it requires every contractor who recruits workers from one state for employment in an establishment situated in another state to obtain a license. The Act places significant responsibilities on the contractor and the principal employer to ensure fair treatment and decent living conditions. These obligations include the payment of wages as stipulated, provision of suitable residential

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(B) Protective legislation
(C) Social security legislation
(D) Welfare legislation

257. According to the paragraph, the Factories Act, 1948, is a principal example of which type of labour law?
(A) A law primarily focused on wage determination.
(B) A law belonging to the regulative category.
(C) A law exclusively for social security benefits.
(D) A law exemplifying protective legislation.

258. What is the main focus of 'regulative legislation' as described in the source?
(A) Governing the employer-employee relationship and industrial disputes.
(B) Providing financial assistance during old age.
(C) Mandating the provision of canteens and crèches.
(D) Setting limits on the number of hours a worker can be employed.

259. Legislation that aims to protect workers against contingencies like sickness, maternity, and employment injury falls under which category?
(A) Protective legislation
(B) Regulative legislation
(C) Social security legislation
(D) Welfare legislation

260. The paragraph suggests that the evolution of Indian labour laws demonstrates a:
(A) progressive widening of scope from protection to include welfare and social security.
(B) contraction from a comprehensive system to only protective measures.
(C) shift towards exclusively regulating trade union activities.
(D) move to dismantle all forms of social security for workers.

Direction : Please read the following source carefully.

The International Labour Organisation (ILO), a specialised agency of the United Nations, plays a pivotal role in shaping labour standards worldwide and is founded on the principle that universal and lasting peace can be established only if it is based upon social justice. Its influence on national labour legislation, including that of India, is profound. The ILO operates on a unique tripartite structure, bringing together representatives of governments, employers, and workers in its executive bodies. This structure ensures that its standards and policies are backed by a broad consensus among the key stakeholders in the "world of work." The primary instruments through which the ILO influences global labour norms are its International Labour Standards, which take the form of Conventions and Recommendations. Conventions are legally binding international treaties that member states can ratify. Upon ratification, a country commits to applying its provisions in national law and practice. Recommendations, on the other hand, are non-binding guidelines that often supplement Conventions by providing more detailed guidance on how they could be applied. While a country is not obligated to follow a Recommendation or a non-ratified Convention, these standards still exert considerable influence as a moral guide and a benchmark for desirable labour practices, thereby promoting social justice and international uniformity in labour legislation.

Based on the above source, attempt the following five questions.

261. What is the foundational principle of the International Labour Organisation as stated in the text?
(A) Economic growth is the sole determinant of global stability.
(B) International trade should be free from all labour-related regulations.
(C) National sovereignty in law-making must be absolute and uninfluenced.
(D) Lasting peace is fundamentally linked to the existence of social justice.

262. The 'tripartite structure' of the ILO refers to the collaboration of which three groups?
(A) Governments, non-governmental organisations, and judicial bodies.
(B) Governments, employers, and workers.
(C) Employers, workers, and consumers.
(D) Legislators, executives, and judiciary.

263. What is the key difference between an ILO Convention and a Recommendation?

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to reduce the liability of principal employers.
(D) To regulate its employment in some cases and provide for its abolition in others.

287. The Act provides for the abolition of contract labour when the work is:
(A) temporary and of a very short duration.
(B) highly specialised and requires external expertise.
(C) perennial in nature and can be done by regular employees.
(D) carried out in a non-industrial establishment.

288. Who makes the final decision to prohibit the employment of contract labour in an establishment?
(A) The principal employer, unilaterally.
(B) The appropriate government, after consulting an advisory board.
(C) The trade union through collective bargaining.
(D) The individual contractor.

289. The paragraph highlights that the Act imposes duties on the principal employer regarding:
(A) setting the prices of the final product.
(B) the marketing and distribution strategy of the company.
(C) the personal financial investments of the contractor.
(D) ensuring the provision of welfare amenities and wages by the contractor.

290. The applicability of the Act is triggered when an establishment or contractor employs:
(A) twenty or more workmen.
(B) one hundred or more workmen.
(C) fifty or more workmen.
(D) ten or more workmen with the aid of power.

Direction : Please read the following source carefully.

The Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996, was specifically legislated to address the precarious conditions of one of the largest and most vulnerable groups of unorganised labour in India. Construction work is inherently transient, hazardous, and often involves uncertain employment terms, leaving workers susceptible to exploitation and without a social safety net. The Act seeks to regulate their employment and service conditions and to provide for their safety, health, and welfare measures. A defining feature of this legislation is the mechanism it establishes for social security. It mandates the creation of a State Welfare Board in every state. These boards are responsible for administering a welfare fund. The fund is financed through a cess, levied and collected from the cost of construction incurred by employers, as stipulated by the ancillary Building and Other Construction Workers' Welfare Cess Act, 1996. This fund is then used to provide workers with a range of benefits, including financial assistance for accidents, pensions upon reaching a certain age, loans for house construction, and educational assistance for their children. The Act also contains detailed provisions for on-site safety and health, such as standards for scaffolding, excavation work, and protection against falls, thereby providing a comprehensive protective framework for this unorganised sector.

Based on the above source, attempt the following five questions.

291. What is the primary reason stated in the paragraph for the enactment of the Building and Other Construction Workers Act, 1996?
(A) To promote automation in the construction industry.
(B) To regulate the import of construction materials.
(C) To address the precarious and vulnerable conditions of construction workers.
(D) To set uniform architectural standards across the country.

292. A defining feature of the Act, as described in the text, is the establishment of:
(A) State Welfare Boards to administer a welfare fund.
(B) government-owned construction companies.
(C) national-level trade unions for all construction workers.
(D) technical colleges for civil engineering.

293. How is the welfare fund for construction workers primarily financed?
(A) Through voluntary donations from the general public.
(B) Through a portion of the workers' daily

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269. The constitutional directive to secure a "living wage" for workers, as mentioned in the source, is part of the:
(A) Fundamental Rights.
(B) Preamble.
(C) Directive Principles of State Policy.
(D) Fundamental Duties.

270. Based on the paragraph, the role of the Indian Constitution in relation to labour legislation is best described as:
(A) a restrictive framework that limits the enactment of labour laws.
(B) a passive document with no specific relevance to labour welfare.
(C) a historical artifact with principles that are no longer applied in law-making.
(D) an actively guiding and directing force mandating the state to legislate for worker protection.

Direction : Please read the following source carefully.

The Factories Act, 1948, is a cornerstone of protective labour legislation in India, designed to consolidate and amend the law regulating labour in factories. Its primary objective is to ensure adequate safety measures and to promote the health and welfare of the workers employed in factories. The Act has a wide scope, applying to any premises where ten or more workers are employed with the aid of power, or twenty or more without the aid of power, in a manufacturing process. It lays down comprehensive provisions concerning the health of workers, including cleanliness, disposal of wastes, ventilation, temperature, and prevention of dust and fume accumulation. The safety provisions are extensive, covering aspects like the fencing of machinery, work on or near machinery in motion, protection against dangerous fumes, and precautions in case of fire. Furthermore, the Act mandates several welfare measures, such as washing facilities, canteens, crèches, and first-aid appliances. It also regulates the working hours for adults, setting maximum daily and weekly hours, and provides for overtime wages, weekly holidays, and annual leave with wages. Special provisions are included for the protection of young persons and women, prohibiting their employment in certain dangerous operations and during night hours, respectively. The ultimate responsibility for compliance rests with the 'occupier' of the factory.

Based on the above source, attempt the following five questions.

271. What is the minimum number of workers required for the Factories Act, 1948, to apply to a premises where a manufacturing process is carried on with the aid of power?
(A) Twenty or more workers.
(B) One hundred or more workers.
(C) Ten or more workers.
(D) Fifty or more workers.

272. Which of the following is NOT explicitly mentioned in the paragraph as a 'health' provision under the Factories Act, 1948?
(A) Cleanliness and disposal of wastes.
(B) Provision of overtime wages.
(C) Ventilation and temperature control.
(D) Prevention of dust and fume accumulation.

273. The paragraph identifies which of the following as a 'welfare' measure mandated by the Act?
(A) Fencing of machinery.
(B) Regulation of weekly working hours.
(C) Prohibition of work on machinery in motion.
(D) Establishment of canteens and crèches.

274. According to the text, who holds the ultimate responsibility for ensuring compliance with the provisions of the Factories Act, 1948?
(A) The 'occupier' of the factory.
(B) The trade union leader.
(C) The individual worker.
(D) The government inspector.

275. Based on the source, a key objective of the Factories Act, 1948, is to:
(A) encourage the automation of all manufacturing processes.
(B) abolish the factory system of production entirely.
(C) regulate labour by ensuring safety, health, and welfare standards.
(D) set the minimum wages for all factory workers.

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Direction : Please read the following source carefully.

The Mines Act, 1952, is a specific piece of protective

five questions.

251. Which of the following best describes the primary objective of labour legislation as presented in the paragraph?
(A) Maximising industrial output for national economic growth.
(B) Protecting workers from exploitation and enhancing their work conditions.
(C) Granting absolute authority to trade unions in industrial matters.
(D) Enforcing a strict laissez-faire policy in the labour market.

252. The principle of 'social equity' in labour legislation, as discussed in the source, aims to:
(A) create a more just distribution of economic gains between employers and employees.
(B) ensure that all industries produce uniform goods and services.
(C) standardise working hours across all sectors of the national economy.
(D) promote government ownership of all means of production.

253. According to the paragraph, what is the main driver behind the principle of 'international uniformity' in labour legislation?
(A) The trade policies of developed nations.
(B) The bilateral agreements between neighbouring countries.
(C) The directives and standards set by the International Labour Organisation.
(D) The push for a globalised, unregulated labour market.

254. The evolution of Indian labour legislation is characterised by a transition from:
(A) a welfare-oriented model to a purely economic one.
(B) an interventionist approach to a laissez-faire system.
(C) a system based on international principles to one based on local customs.
(D) a non-interventionist colonial policy to a post-independence welfare framework.

255. Based on the text, labour legislation can be inferred to be a:
(A) static set of regulations that are rarely updated.
(B) tool exclusively designed to benefit the employer.
(C) dynamic policy instrument balancing multiple stakeholder interests.
(D) mechanism solely focused on punitive actions against industries.

Direction : Please read the following source carefully.

The classification of labour legislation provides a structured understanding of its multifaceted nature. Broadly, these laws can be categorised based on their specific objectives. One major category is 'protective legislation', which sets minimum standards for working conditions to safeguard the health, safety, and welfare of workers. Acts like the Factories Act, 1948, and the Mines Act, 1952, are prime examples, prescribing detailed norms for aspects like ventilation, sanitation, safety precautions, and working hours. Another category is 'regulative legislation', which governs the relationship between employers and employees, primarily focusing on industrial relations. These laws, such as the Trade Unions Act, provide a framework for collective bargaining, dispute resolution, and the rights and responsibilities of unions and management. A third classification is 'social security legislation', which aims to provide workers with a measure of protection against various life and work-related contingencies like sickness, maternity, employment injury, and old age. The fourth category is 'welfare legislation', which goes beyond mere protection to provide for amenities that enhance the quality of life of workers, such as housing, medical care, and recreational facilities, often funded through specific cess or welfare funds. The evolution of these laws in India shows a progressive expansion from purely protective measures to a comprehensive system encompassing regulation, social security, and welfare, reflecting a deepening commitment to social justice.

Based on the above source, attempt the following five questions.

256. Which classification of labour legislation is primarily concerned with establishing minimum standards for health and safety at the workplace?
(A) Regulative legislation

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accommodation, medical facilities, and protective clothing. A crucial provision is the payment of a displacement allowance to the worker at the time of recruitment, which is meant to compensate for the cost of moving from their native place. The Act seeks to eliminate the abuses perpetrated by contractors and to ensure that migrant workers are not subjected to disparate and disadvantageous conditions compared to local labour.

Based on the above source, attempt the following five questions.

281. What is the primary objective of the Inter-State Migrant Workmen Act, 1979?
(A) To regulate the employment of migrant workers and protect them from exploitation.
(B) To discourage all forms of labour migration between states.
(C) To provide employment exclusively to the local workforce.
(D) To nationalise all private contracting agencies.

282. The Act mandates the registration of establishments and the licensing of:
(A) the migrant workers themselves.
(B) contractors who recruit inter-state workers.
(C) the transportation used by the workers.
(D) all trade unions operating in the establishment.

283. What is the purpose of the 'displacement allowance' mentioned in the paragraph?
(A) To serve as an advance on the worker's first month's salary.
(B) To compensate the worker for the costs associated with moving from their home state.
(C) To pay for the contractor's licensing fee.
(D) To act as a penalty on the employer for hiring migrant labour.

284. The Act applies to establishments that employ how many inter-state migrant workmen?
(A) Five or more.
(B) Ten or more, with the aid of power.
(C) Twenty or more.
(D) Any number of migrant workmen.

285. The responsibilities placed on the contractor and principal employer under this Act include the provision of:
(A) company shares and profit-sharing bonuses.
(B) lifetime employment guarantees for all workers.
(C) residential accommodation, medical facilities, and protective clothing.
(D) free legal services for non-work-related issues.

Direction : Please read the following source carefully.

The Contract Labour (Regulation and Abolition) Act, 1970, addresses the issues arising from the employment of labour through intermediaries or contractors. The Act has a dual objective: first, to regulate the employment of contract labour in certain establishments, and second, to provide for its abolition in certain circumstances. It does not aim to abolish contract labour in its entirety but seeks to do so where the work is perennial in nature and could be carried out by regular workmen. The Act applies to establishments employing twenty or more workmen as contract labour and to contractors who employ the same number. For regulation, it requires the registration of the principal employer's establishment and the licensing of contractors. It also imposes several duties on the principal employer to ensure that contractors provide basic welfare amenities like canteens, rest-rooms, and first-aid facilities, and are responsible for wage payment. The decision to prohibit contract labour in any process, operation, or other work in an establishment is made by the appropriate government after consultation with a Central or State Advisory Board. This decision is based on factors such as whether the work is perennial, ordinarily done by regular workmen, and sufficient to employ a considerable number of whole-time workmen.

Based on the above source, attempt the following five questions.

286. What are the dual objectives of the Contract Labour (Regulation and Abolition) Act, 1970?
(A) To promote contract labour in all sectors and to register all workers.
(B) To abolish all forms of temporary work and to nationalise all industries.
(C) To ensure higher profits for contractors and

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exploitative child labour while regulating other forms.

(B) an attempt to ban all forms of child work without exception.

(C) a policy focused solely on punishing the parents of working children.

(D) a framework that legalises all forms of child labour under government supervision.

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wages.
(C) Through direct grants from the International Labour Organisation.
(D) Through a cess levied on the cost of construction incurred by employers.

294. Which of the following is mentioned as a benefit provided to workers from the welfare fund?
(A) Free international travel.
(B) Pensions, accident assistance, and educational aid for children.
(C) A guaranteed lifetime income regardless of employment.
(D) Subsidies for purchasing construction machinery.

295. The Act provides a comprehensive protective framework by including detailed provisions for:
(A) company profit margins.
(B) the marketing of real estate projects.
(C) on-site safety and health standards.
(D) the tax liabilities of property buyers.

Direction : Please read the following source carefully.

The Child Labour (Prohibition and Regulation) Act, 1986, was enacted with the objective of addressing the widespread problem of child labour in India. The legislation adopts a dual approach: it prohibits the employment of children in certain specified hazardous occupations and processes, while simultaneously regulating the conditions of work in non-hazardous ones. The Act defines a "child" as a person who has not completed their fourteenth year of age. The schedule of the Act lists the occupations and processes where the employment of children is completely banned, such as work related to railways, cinder picking, and the manufacturing of explosives. To ensure that the list remains relevant and responsive to changing industrial practices, the Act provides for a Child Labour Technical Advisory Committee. This committee is empowered to advise the central government on adding new occupations or processes to the schedule. In the non-prohibited employments, the Act regulates working conditions by fixing the number of hours, the period of work, and mandating weekly holidays. It also lays down stringent penalties for employers who violate the provisions of the Act, including imprisonment and fines. The Act, therefore, does not advocate for a complete ban on all forms of child work but rather aims to eradicate its most exploitative forms while protecting children in permissible areas of employment.

Based on the above source, attempt the following five questions.

296. What is the dual approach of the Child Labour (Prohibition and Regulation) Act, 1986, as described in the paragraph?
(A) Punishing both the child and the employer for any form of employment.
(B) Encouraging child labour in rural areas and prohibiting it in urban areas.
(C) Regulating wages for child workers and prohibiting their education.
(D) Prohibiting employment in hazardous occupations and regulating it in non-hazardous ones.

297. According to the Act as presented in the text, a "child" is defined as a person who has not completed the age of:
(A) fourteen years.
(B) eighteen years.
(C) sixteen years.
(D) twelve years.

298. What is the specific function of the Child Labour Technical Advisory Committee mentioned in the source?
(A) To provide direct financial aid to children rescued from labour.
(B) To advise the government on adding occupations to the list of prohibited employments.
(C) To run vocational training centres for all children.
(D) To prosecute employers who violate the law.

299. In non-prohibited employments, the Act regulates which aspect of work for children?
(A) The type of products they can manufacture.
(B) The number of working hours and provision of weekly holidays.
(C) The amount of profit they are entitled to.
(D) The specific trade union they must join.

300. Based on the paragraph, the overall strategy of the Act can be inferred as:
(A) a pragmatic approach to eliminate

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(A) Conventions are for developed countries, while Recommendations are for developing countries.
(B) Conventions focus on industrial relations, while Recommendations focus on workplace safety.
(C) Conventions are legally binding international treaties upon ratification, whereas Recommendations are non-binding guidelines.
(D) Conventions are created by governments, while Recommendations are created by worker representatives.

264. According to the paragraph, what happens when a member state ratifies an ILO Convention?
(A) It receives financial aid from the United Nations.
(B) It gains a permanent seat on the ILO's executive body.
(C) It is only required to consider the provisions as a moral suggestion.
(D) It is obligated to implement the Convention's provisions in its national law.

265. Even if not ratified, ILO standards can still influence national legislation by serving as:
(A) a moral guide and a benchmark for good practice.
(B) legally enforceable mandates.
(C) a source of direct financial penalty.
(D) a replacement for the national constitution.

Direction : Please read the following source carefully.

The framework of labour legislation in India is deeply rooted in the nation's constitutional ethos, which unequivocally champions the cause of social justice. The Indian Constitution serves as the primary source and guiding beacon for all labour laws. The Preamble itself sets the tone by aspiring to secure for all its citizens, "Justice, social, economic and political." This constitutional mandate is further elaborated through the Fundamental Rights and the Directive Principles of State Policy (DPSP). While Fundamental Rights, such as the prohibition of forced labour (Article 23) and prohibition of employment of children in factories (Article 24), are justiciable, the DPSP lay down the policy goals for the state. Though non-justiciable, the principles in the DPSP are fundamental in the governance of the country, and it is the duty of the State to apply these principles in making laws. Directives such as securing the right to work, to education, and to public assistance in certain cases (Article 41), securing a living wage and conditions of work ensuring a decent standard of life (Article 43), and participation of workers in management of industries (Article 43A) have been the driving force behind a plethora of labour statutes. Thus, the Indian Constitution does not merely permit but actively directs the state to legislate for the protection and welfare of the labour force, embedding social justice into the very fabric of the nation's legal system.

Based on the above source, attempt the following five questions.

266. What part of the Indian Constitution is described as the primary source and guiding beacon for labour laws in India?
(A) The schedules detailing the division of powers.
(B) The entire constitutional framework, particularly the Preamble, Fundamental Rights, and DPSP.
(C) The articles related to constitutional amendments.
(D) The sections pertaining to the election of the President.

267. The Preamble of the Indian Constitution supports labour legislation through its aim to secure:
(A) religious freedom for all citizens.
(B) social, economic, and political justice.
(C) a uniform civil code for the entire country.
(D) the abolition of all forms of taxation.

268. What is a key distinction between Fundamental Rights and Directive Principles of State Policy (DPSP) mentioned in the text?
(A) Fundamental Rights are justiciable, whereas DPSP are non-justiciable policy goals.
(B) Fundamental Rights apply to citizens, while DPSP apply only to non-citizens.
(C) Fundamental Rights deal with economic policy, while DPSP deal with civil liberties.
(D) Fundamental Rights are suggestions, while DPSP are legally enforceable commands.

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ANSWERS

1. (B) To protect workers and ensure fair conditions of employment.
Labour legislation aims to safeguard employees from exploitation by establishing minimum standards for working conditions, safety, and health. It seeks to balance the power dynamic between employers and workers, ensuring fair wages and treatment. By codifying these protections, the legal framework promotes social justice and industrial peace, fostering a stable environment for both economic productivity and human welfare. Such laws are essential for modern industrial societies.

2. (D) Statement I is false, but Statement II is true.
Labour laws are dynamic, evolving in response to technological advancements, economic shifts, and changing societal values. This evolution is heavily influenced by international standards, such as those set by the International Labour Organisation, and democratic principles within a nation. Unlike static laws, they adapt to ensure relevance in modern industrial settings, reflecting the progress of human rights and the complexities of the globalized workforce in different nations.

3. (C) Principle of Absolute Employer Discretion
Modern labour laws reject the concept of absolute employer discretion to prevent arbitrary treatment and exploitation of the workforce. Instead, they are built on principles like social justice, which seeks to rectify power imbalances, and national economy, which ensures industrial stability. International uniformity is also a key principle, aiming to standardize labour conditions globally. These foundations ensure that workers are treated as human beings rather than commodities.

4. (D) Representation from governments, employers, and workers.
The tripartite structure of the International Labour Organisation is a unique governance model that brings together representatives from three distinct groups. This system includes government officials, employer organizations, and worker representatives to participate in decision-making and standard-setting processes. Such collaboration ensures that all key stakeholders in the industrial landscape have a voice in shaping global labour policies, promoting social dialogue, and fostering consensus on critical work-related issues.

5. (A) Both A and R are true and R is the correct explanation of A.
The Indian Constitution provides a robust legal foundation for labour rights through its Directive Principles of State Policy and Fundamental Rights. Articles such as 23 and 24 prohibit forced and child labour, while Article 43 mandates a living wage and decent working conditions. These provisions guide the state in enacting comprehensive laws that safeguard worker welfare and promote social equity within the nation's diverse industrial and economic sectors.

6. (B) Social security legislation
Laws designed to provide financial assistance and support to workers during periods of unemployment, sickness, maternity, or injury are classified as social security legislation. These statutes create a safety net that protects individuals from economic hardships caused by unforeseen life events or occupational risks. By mandating contributions and benefit distributions, such laws ensure that workers maintain a basic standard of living when they are unable to earn wages.

7. (A) P-4, Q-1, R-2, S-3
Specific articles in the Indian Constitution address various labour concerns to ensure human dignity and welfare. Article 23 prohibits forced labour and human trafficking, while Article 24 forbids the employment of children in hazardous industries. Article 42 directs the state to provide just and humane conditions of work, including maternity relief. Furthermore, Article 43 emphasizes the promotion of a living wage and a decent standard of life.

8. (A) Correct the power imbalance between worker and employer.

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40. (C) (a), (b), (c), and (d)
Contractors must fulfill multiple duties to safeguard inter-state migrant workmen. These include issuing pass-books that record employment details, ensuring timely wage payments, and reporting any workplace accidents to both the authorities and the worker's family. Additionally, providing suitable residential accommodation is a mandatory welfare requirement. These measures aim to protect the worker's rights and health while they are employed away from their home state, although permanent settlement is not a requirement.

41. (C) All of the above.
To prevent the exploitation of inter-state migrant workers, the law mandates several financial protections. Contractors must pay wages that are at least equal to the rates paid to local workmen for the same type of work. In addition, workers are entitled to a displacement allowance at the time of recruitment and a journey allowance for travel. These payments ensure that migrant labourers are compensated fairly and are not financially disadvantaged by their relocation.

42. (A) The Inter-state Migrant Workmen Act, 1979
The Inter-state Migrant Workmen Act most directly addresses the concept of social justice for a specific class of vulnerable labourers. These individuals are often recruited from economically backward areas to work in distant states, making them highly susceptible to exploitation by middlemen. By regulating their recruitment, ensuring equal wages, and mandating welfare facilities, the Act seeks to correct the power imbalance and protect the fundamental rights of these transient workers.

43. (D) The Act is applicable only to the construction industry.
The Inter-state Migrant Workmen Act has a broad scope and is not limited solely to construction work. It applies to any establishment or contractor employing the requisite number of migrant workers across various sectors. The law mandates the licensing of contractors and imposes clear duties on principal employers to ensure compliance. Furthermore, the protections offered by the Act cannot be overridden by less favorable agreements, ensuring a minimum standard of welfare for all migrants.

44. (B) Fifty per cent of the monthly wages or seventy-five rupees, whichever is higher.
The displacement allowance is a mandatory one-time payment made to inter-state migrant workmen at the time of their recruitment. It is calculated as fifty per cent of the monthly wages the workman is entitled to receive, or seventy-five rupees, whichever amount is greater. This allowance is intended to compensate the worker for the initial costs and hardships associated with being displaced from their home state to a new work location for employment.

45. (C) Twenty
The Contract Labour Act regulates the employment of workers hired through intermediaries. This legislation applies to every establishment and every contractor that employs twenty or more workmen as contract labour on any day of the preceding twelve months. By setting this threshold, the law aims to oversee significant employments while ensuring that contract workers receive basic amenities and that their service conditions are not arbitrarily altered to their disadvantage.

46. (A) P-3, Q-4, R-2, S-1
Various authorities perform distinct functions to manage contract labour effectively. The appropriate government holds the power to prohibit contract labour in specific operations. Advisory boards are constituted to provide expert guidance to the government on policy matters. Registering officers handle the registration of establishments that employ contract workers, while licensing officers are responsible for granting and renewing licenses to contractors, ensuring that all parties operate within the legal framework.

47. (A) To provide for the abolition of contract labour in certain circumstances and to regulate its use in others.
The Contract Labour Act serves a dual purpose: it regulates the employment of contract workers and provides for its total abolition in specific processes. The goal is to prevent the exploitation of workers who are not directly employed by the establishment. Where work is perennial and central to the business, the law may mandate abolition. In other cases, it ensures that contract

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An occupier is legally defined as the individual who exercises ultimate authority and control over the operations and management of a factory. This designation is crucial because the occupier is held responsible for ensuring that the establishment complies with all safety, health, and welfare regulations. In the case of companies or firms, specific directors or partners are often designated to fulfill this role to ensure accountability.

17. (B) Provision of annual bonus
The health provisions in industrial legislation focus on creating a sanitary and safe physical environment for employees. These include requirements for cleanliness, proper disposal of waste, adequate ventilation, and temperature control within the workspace. In contrast, an annual bonus is a financial incentive related to wages or profits and does not fall under health and safety standards. Maintaining workplace hygiene is a primary duty of the employer.

18. (B) (a), (b), and (d)
Safety regulations in factories mandate several critical protections, such as the compulsory fencing of machinery to prevent accidents. Furthermore, young persons are prohibited from operating dangerous machines without proper training and supervision. The legislation also includes provisions to protect workers from hazardous fumes and gases. While safety officers are required, this mandate depends on the total number of workers employed, and protections generally apply to employees rather than family members.

19. (C) 1000
To ensure high safety standards in large industrial establishments, the law requires the appointment of a dedicated Safety Officer. This requirement becomes mandatory in every factory where one thousand or more workers are ordinarily employed. The Safety Officer is responsible for monitoring workplace hazards, implementing safety protocols, and ensuring that all operations comply with relevant protective regulations to prevent accidents and occupational health issues within the establishment.

20. (D) Welfare Officer - For factories employing 100 or more workers.
Mandatory welfare provisions in factories are linked to the size of the workforce to ensure adequate support. For instance, canteens are required for units with over two hundred fifty workers, and crèches for those with more than thirty women. However, the requirement for a Welfare Officer specifically applies only when the number of employees reaches five hundred or more. This role is essential for managing human relations and employee welfare effectively.

21. (A) Both A and R are true and R is the correct explanation of A.
The regulation of working hours is a fundamental health and safety measure designed to prevent physical and mental exhaustion among the workforce. By setting clear limits on daily and weekly work periods, the law ensures that employees have sufficient time for rest and recuperation. This approach reduces the risk of workplace accidents and long-term health issues, fulfilling the broader legislative objective of maintaining a humane and safe working environment.

22. (B) 48 hours
To protect workers from overexertion and ensure their well-being, industrial laws prescribe a maximum limit for weekly working hours. Adult workers are generally not permitted to work for more than forty-eight hours in any given week. This standard is designed to provide employees with adequate time for rest and personal life, contributing to overall health and productivity. Exceptions are strictly regulated and usually involve higher compensation through overtime wages.

23. (D) a child or an adolescent.
The term young person serves as a broad classification that encompasses both children and adolescents. A child is generally defined as someone who has not completed fifteen years of age, while an adolescent is a person between fifteen and eighteen years old. This categorization allows for specific regulations regarding their employment, working hours, and safety, ensuring that younger individuals are not subjected to hazardous work conditions that could hinder their development.

24. (A) One day for every twenty days of work.

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Workers who have completed a minimum period of service in a calendar year are entitled to paid annual leave. For adult employees, this leave is calculated at the rate of one day for every twenty days of work performed during the preceding year. This provision ensures that regular workers receive mandatory rest periods with financial security, promoting long-term health and efficiency. Specific thresholds, such as two hundred forty days, determine eligibility.

25. (C) Every mine of whatever description.
The Mines Act is designed to regulate working conditions and ensure safety across the entire mining industry. Its jurisdiction extends to every type of mine, including underground, open-cast, and oil wells, regardless of the mineral being extracted. This comprehensive applicability ensures that all individuals working in hazardous mining environments receive the same level of legal protection and welfare benefits, maintaining uniform standards for safety and health throughout the sector.

26. (B) P-3, Q-4, R-2, S-1
Clear definitions are essential for establishing legal accountability in mining operations. The owner is the immediate proprietor of the mine, while an agent acts on behalf of the owner in management. The manager is the person in actual day-to-day control of operations. Furthermore, a mine is defined as any excavation made for the purpose of searching for or obtaining minerals. These roles ensure that safety and health regulations are properly implemented.

27. (D) To ensure that all operations are carried on in accordance with the provisions of the Act.
The owner, agent, and manager of a mine bear the primary responsibility for maintaining safety and legal compliance. Their collective duty is to ensure that all mining operations are conducted strictly according to the statutory provisions. This includes overseeing health standards, safety protocols, and welfare facilities for all persons employed. By placing this obligation on the management, the law ensures that the hazardous nature of mining is mitigated through rigorous supervision.

28. (B) Nine
To prevent fatigue and ensure the safety of those working in demanding mining environments, the law limits the maximum number of daily working hours. No person is allowed to work in a mine for more than nine hours on any given day. This restriction applies to both above-ground and below-ground operations, ensuring that workers have sufficient time for rest. Strict adherence to these limits is necessary to maintain health and operational safety.

29. (C) (a), (b) and (c) are correct.
Employment in mines is strictly regulated based on age and gender to mitigate risks. Generally, persons below eighteen years are not allowed to work in mines. While women are prohibited from working below-ground, the government may permit it under specific circumstances with safety safeguards. These regulations reflect the inherently hazardous nature of underground mining. Apprentices and trainees are also subject to age restrictions to ensure their physical safety and appropriate development.

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30. (D) To appoint, inquire, and make recommendations on matters of safety and other issues referred to it.
The Committee constituted under mining legislation serves as a consultative and advisory body. Its primary function is to conduct inquiries and provide expert recommendations on matters related to safety, health, and other issues referred to it by the government. This specialized body helps in addressing technical challenges and ensuring that regulatory standards are updated and enforced effectively. It plays a critical role in enhancing the safety framework within the mining industry.

31. (A) Provision of share in the profits of the mine.
Health and safety provisions in mines are focused on the immediate physical well-being of the workers. These include mandatory requirements for cool drinking water, adequate latrines, and urinals to ensure hygiene. The law also empowers inspectors to take action when danger is apprehended to prevent accidents. However, sharing in company profits is a financial matter related to compensation or management policy rather than a direct health and safety regulation for miners.

32. (B) The Central Government.
In cases where there is ambiguity or a dispute regarding whether a particular excavation falls under the legal definition of a mine, the authority to decide rests with the Central Government. This ensures that the application of specialized mining laws is determined by a high-level administrative body capable of evaluating technical and industrial factors. Such centralized decision-making prevents inconsistent interpretations across different states and ensures uniform enforcement of safety and health standards.

33. (A) 4, 2, 1, 3
The evolution of labour standards began with the formation of the International Labour Organisation in 1919. This was followed by the influential 1931 report from the Royal Commission on Labour, which guided many future laws. The Mines Act was later enacted in 1952 to address the specific hazards of the mining industry. Finally, the Inter-state Migrant Workmen Act was passed in 1979 to protect those recruited across state borders from exploitation.

34. (A) A shaft which has been or is being sunk.
The term below ground refers to specific work areas within a mine that are physically beneath the surface. This includes shafts that are currently being excavated or have already been completed for mineral extraction. Workers in these locations face unique hazards, such as limited ventilation and potential structural collapses, requiring more stringent safety and health regulations. Clearly defining these areas ensures that the relevant protective measures are applied to those in high-risk environments.

35. (D) Statement I is false, but Statement II is true.
The Mines Act is not limited to large-scale operations and applies to mines regardless of the number of workers employed. Its primary objective is to regulate working conditions and ensure the comprehensive safety and welfare of all individuals engaged in mining activities. By providing a legal framework for health standards and safety protocols, the Act seeks to mitigate the inherent risks associated with mineral extraction, ensuring a protected environment for every miner.

36. (D) Five
The Inter-state Migrant Workmen Act is designed to protect vulnerable workers recruited from one state to work in another. The legislation applies to every establishment and contractor that employs five or more inter-state migrant workmen. This low threshold ensures that even smaller projects and employers are brought under the regulatory umbrella, allowing the government to monitor employment conditions and prevent the exploitation of labourers who have moved far from their homes.

37. (C) Any workman recruited via a contractor for another state.
An inter-state migrant workman is specifically defined as an individual who is recruited through a contractor in one state for employment in an establishment located in a different state. This definition focuses on the recruitment process and the movement across state boundaries. The law aims to address the exploitation that often occurs when workers are separated from their native geographical and social support systems, ensuring they receive fair wages and conditions.

38. (A) Both A and R are true and R is the correct explanation of A.
Registration is a mandatory requirement for establishments employing inter-state migrant workers to ensure government oversight. By registering these units, authorities can effectively monitor service conditions and verify that welfare facilities are provided as required by law. This process acts as a deterrent against exploitation and helps in tracking the movement and employment of migrant labourers. It ensures that the primary employer remains accountable for the fair treatment of vulnerable workers.

39. (D) To provide a return journey allowance to the workman.
Contractors have specific legal obligations to support inter-state migrant workers, including the payment of a journey allowance. This allowance covers the cost of travel from the worker's native place to the work site and also ensures they can afford the return journey after their employment ends. This provision reduces the financial burden on the worker and prevents them from being stranded in a distant state, thereby reducing the risk of debt bondage.

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assistance for education or medical needs. By registering workers and collecting contributions, the Board creates a safety net for individuals in a sector characterized by temporary and hazardous employment, ensuring their welfare beyond the immediate duration of a project.

56. (A) All of the above.
The Welfare Fund for construction workers is built from multiple sources to ensure financial sustainability. It primarily includes the proceeds from a cess levied on the total cost of construction projects. Additionally, registered workers make periodic contributions to the fund. The Central and State Governments may also provide grants and loans to support the Board's activities. These resources collectively enable the Board to distribute social security benefits and provide welfare services to registered beneficiaries.

57. (A) 3, 1, 2, 4
The implementation of the construction workers' welfare scheme follows a logical sequence. First, employers must register their establishments to bring them under the law's jurisdiction. Subsequently, individual building workers register themselves as beneficiaries with the Welfare Board. Once registered, contributions are made to the welfare fund, either by the workers or through the collected cess. Finally, the registered workers become eligible to avail themselves of various benefits, such as pensions and maternity support, from the Board.

58. (A) Guarantee of continuous employment for five years.
Safety measures in construction are focused on preventing physical injuries at high-risk work sites. These include the mandatory fencing of excavations, providing safe access to work areas, and implementing fire safety protocols. These regulations are designed to mitigate the immediate physical dangers inherent in building activities. However, the law does not provide a guarantee of long-term continuous employment, as the construction industry is naturally characterized by project-based and temporary work assignments for most labourers.

59. (D) The employer.
In the construction industry, the employer bears the ultimate responsibility for maintaining a safe working environment. This includes providing constant and adequate supervision to ensure that safety protocols are followed and that the structural integrity of the project is maintained. Effective supervision is essential to prevent accidents related to collapses, falling objects, or equipment failure. By placing this duty on the employer, the law ensures that safety is managed systematically at every construction site.

60. (B) 18 and 60
To qualify for registration as a beneficiary and receive welfare benefits, a building worker must be within a specific age range. The individual must be at least eighteen years old and below sixty years of age. This requirement ensures that the social security benefits, such as pensions and insurance, are directed toward the active workforce in the construction sector. Registration within this age bracket allows workers to build their eligibility for various long-term welfare supports provided by the Board.

61. (B) (b), (c), and (d)
The construction workers' legislation includes several key provisions to enhance workplace safety and welfare. It mandates the formation of safety committees in larger establishments and the provision of crèches for the children of workers at construction sites. Furthermore, employers are required to pay a welfare cess based on construction costs. However, the Act generally excludes small residential projects for personal use and is administered by the Ministry of Labour and Employment rather than Corporate Affairs.

62. (D) Fourteenth year of age
The legal definition of a child is critical for enforcing prohibitions against underage employment. For the purpose of the relevant legislation, a child is defined as any person who has not yet completed their fourteenth year of age. This definition aligns with constitutional protections and aims to ensure that children are not engaged in industrial work during their formative years, allowing them to focus on compulsory education and healthy physical and mental development.

63. (A) To prohibit and regulate child engagement in various industrial employments.

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labourers are provided with essential health, safety, and welfare facilities.

48. (A) Both Statement I and Statement II are true.
Registration of the establishment is a mandatory prerequisite for employing contract labour under the law. The principal employer must obtain a certificate of registration from the relevant authority to legally hire workers through a contractor. If an establishment is not registered, it is prohibited from employing any contract labour. This system allows the government to keep a record of where contract workers are being used and ensures that the primary establishment remains legally accountable.

49. (B) All of the above conditions are considered.
The government can prohibit the use of contract labour after considering several factors related to the nature of the work. If the tasks are perennial, meaning they are of a lasting nature, or if the work is typically performed by regular employees in similar establishments, abolition may be ordered. Additionally, if the work is sufficient to employ full-time regular workers, the use of contract labour is discouraged to prevent the casualization of essential job functions.

50. (A) To pay wages and provide amenities if the contractor defaults.
While the contractor is primarily responsible for wages and welfare, the principal employer holds ultimate accountability. If the contractor fails to pay wages or provide mandated facilities like drinking water or first-aid, the principal employer must fulfill these obligations. This ensures that the workers are protected even if the intermediary fails to perform their duties. The principal employer can later recover any such expenses from the contractor through deductions from their payments.

51. (C) (a), (b) and (c) are correct.
Contractors are legally required to provide essential amenities to ensure the health and welfare of their workers. This includes maintaining canteens if the workforce exceeds one hundred, as well as providing rest-rooms and a clean supply of drinking water. The principal employer is not exempt from liability; if the contractor fails to provide these mandated facilities, the principal employer must provide them. This dual responsibility ensures that contract labourers always have access to basic needs.

52. (D) Principal Employer
The law ensures that contract labourers receive their wages even if the contractor defaults on their payment obligations. In such instances, the principal employer is legally required to pay the full amount of unpaid wages to the workers. This provision safeguards the livelihood of the labourers and prevents them from being penalized for the contractor's financial failure. The principal employer retains the right to recover the paid amount from the contractor's dues or through legal means.

53. (C) Ten
The Building and Other Construction Workers Act is designed to protect the interests of those working in the hazardous and unorganized construction sector. It applies to every establishment that employs ten or more building workers in any construction work. This threshold ensures that a wide range of construction projects, from buildings to bridges, are covered by the Act's safety and welfare regulations, providing workers with essential social security and health protections at the site.

54. (B) A person employed to do any skilled, semi-skilled, or unskilled manual, supervisory, technical or clerical work for hire or reward.
A building worker is broadly defined to include individuals performing various types of manual, technical, or clerical tasks in the construction industry. This encompasses skilled masons as well as unskilled labourers and site supervisors. The definition is inclusive to ensure that most persons working at a construction site are eligible for the protections and welfare benefits provided by the Act. However, it generally excludes those employed primarily in a managerial or administrative capacity.

55. (A) Both A and R are true and R is the correct explanation of A.
The State Welfare Board is a central feature of the construction workers' legislation, established to provide long-term social security. It manages a dedicated fund used to offer various benefits, such as pensions, maternity relief, and financial

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Social justice serves as a fundamental principle in labour legislation by addressing the inherent inequality in bargaining power between workers and employers. It aims to prevent exploitation by ensuring that the rights and needs of the weaker party are legally protected. This principle facilitates a more equitable distribution of benefits and burdens within the workplace, fostering an environment where human rights are respected and fair employment practices mandated.

9. (C) The recommendations of the Royal Commission on Labour had no impact on legislative developments.
The Royal Commission on Labour, also known as the Whitley Commission, played a pivotal role in the development of industrial laws in India. Its comprehensive recommendations in 1931 directly influenced several key enactments, including the Trade Unions Act and the Payment of Wages Act. These reforms were essential for modernizing labour relations and improving working conditions during the colonial era, laying the groundwork for post-independence legal structures.

10. (A) (a), (b) and (d)
The primary goals of labour legislation include maintaining industrial peace, protecting workers' rights, and providing structured mechanisms for resolving disputes. These laws aim to improve employment conditions by setting standards for safety, health, and wages. By establishing a clear legal framework, they reduce friction between management and employees, fostering a collaborative environment. However, they do not support absolute management supremacy, as they seek to limit arbitrary power.

11. (D) Concurrent List
In the Seventh Schedule of the Indian Constitution, the subject of labour is primarily placed within the Concurrent List. This classification allows both the Central Government and State Governments to legislate on various labour-related matters. This dual authority ensures that national standards are maintained while allowing states the flexibility to address specific regional industrial needs. Consequently, many major labour laws are enacted through this collaborative and balanced legislative framework.

12. (B) Article 43
Article 43 of the Indian Constitution, situated within the Directive Principles of State Policy, mandates that the State shall endeavor to secure a living wage for all workers. It emphasizes providing conditions of work that ensure a decent standard of life and full enjoyment of leisure and social opportunities. This provision serves as a foundational goal for many labour enactments, aiming to uplift the socio-economic status of workers.

13. (A) 1, 3, 2, 4
The historical timeline of Indian labour legislation shows a progressive expansion of protections for different categories of workers. The Factories Act of 1948 established early health and safety standards, followed by the Mines Act of 1952 for the mining sector. Later, the Contract Labour Act of 1970 regulated the use of outsourced workers. Finally, the Child Labour Act of 1986 was enacted to prohibit and regulate child employment.

14. (D) 10 or more workers
The legal definition of a factory identifies specific premises where a manufacturing process occurs. For establishments utilizing electrical or mechanical power, a threshold of ten or more workers is required to trigger the application of the relevant regulatory framework. This criterion ensures that smaller mechanized units are brought under the oversight of industrial inspectors to safeguard the health, safety, and welfare of the individuals employed within such facilities.

15. (D) Statement I is false, but Statement II is true.
The Factories Act applies only to establishments meeting specific worker thresholds, rather than all manufacturing units regardless of size. This distinction ensures that the regulatory burden is appropriately scaled to the size and nature of the operation. Meanwhile, the definition of a manufacturing process remains broad, covering various activities such as repairing, altering, or pumping fluids. This comprehensive scope ensures that diverse industrial activities are monitored.

16. (B) The person who has ultimate control over the affairs of the factory.

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The primary goal of child labour legislation is to eliminate the employment of children in hazardous industries while regulating their work in other areas. It seeks to protect minors from exploitation and physical harm that can occur in industrial settings. By setting clear prohibitions and regulatory standards, the law aims to ensure that children have the opportunity to pursue education. The ultimate objective is the progressive elimination of child labour from all sectors of the economy.

64. (B) Working in beedi-making and carpet-weaving.
Certain occupations are strictly prohibited for children because they are inherently hazardous or harmful to their health. Manufacturing processes like beedi-making and carpet-weaving are specifically listed as prohibited due to the long hours, toxic materials, and physical strain involved. These prohibitions aim to prevent the exploitation of children in industries known for poor working conditions. While exceptions exist for family enterprises and the arts, they are subject to strict conditions regarding education and safety.

65. (B) To advise the Central Government for the purpose of addition of occupations and processes to the Schedule of the Act.
The Child Labour Technical Advisory Committee is a specialized body tasked with providing expert guidance to the government. Its main role is to review various industries and processes to determine if they should be added to the list of prohibited occupations for children and adolescents. By evaluating the risks and hazards associated with different types of work, the committee helps ensure that the legal framework remains relevant and protective as industrial practices and technologies evolve.

66. (A) Both Statement I and Statement II are true.
The 2016 amendment significantly strengthened child labour prohibitions by banning the employment of children under fourteen in almost all occupations. The only exceptions are for children helping in their family enterprises or working as artists in the entertainment industry. However, even these exceptions are strictly regulated to ensure the work is non-hazardous and occurs only after school hours, thereby prioritizing the child's fundamental right to education while allowing for traditional or creative participation.

67. (C) The Right of Children to Free and Compulsory Education Act, 2009
The 2016 changes to child labour laws were specifically designed to harmonize the minimum age of employment with the age of compulsory schooling. By aligning with the Right to Education Act, the law ensures that children up to fourteen years old are not employed in any capacity that interferes with their schooling. This integrated approach recognizes that preventing child labour is essential for achieving universal education and protecting the developmental rights of every child in the country.

68. (D) A person who has completed his 14th year but not his 18th year.
The 2016 amendment introduced the category of adolescent to provide specific protections for older minors. An adolescent is defined as a person who is at least fourteen years old but has not yet reached the age of eighteen. This classification allows the law to regulate their employment separately from younger children, permitting them to work in non-hazardous environments while strictly prohibiting their involvement in dangerous occupations or processes that could jeopardize their safety or health.

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69. (C) They are prohibited from employment in hazardous occupations and processes.
While adolescents are legally permitted to work, their employment is subject to strict safety regulations. The law prohibits any person between fourteen and eighteen years of age from working in hazardous occupations and processes, such as mining or handling explosives. This protection ensures that young workers are not exposed to life-threatening risks during their transition into the workforce. In non-hazardous sectors, their working conditions, including hours and breaks, remain regulated to promote their overall well-being.

70. (B) ILO Convention on Minimum Age (No. 138)
The principles within India's child labour laws are closely aligned with the standards set by the International Labour Organisation. Convention No. 138 on Minimum Age is a fundamental international treaty that requires member

states to establish a minimum age for entry into employment. By setting this age at fourteen, coinciding with the end of compulsory schooling, India's legislation fulfills its international commitments and promotes global standards for the protection of children from premature and harmful labour.

71. (D) The child must be paid a wage equal to that of an adult worker.
Where the work of children is permitted, such as in family enterprises, the law imposes strict regulatory conditions to protect their interests. These include limiting work to three continuous hours, prohibiting overtime, and banning night work between 7 p.m. and 8 a.m. While these measures safeguard the child's health and education, the Act itself does not mandate that children receive wages equal to those of adult workers. The focus is primarily on health, safety, and schooling.

72. (A) Employing children in hazardous occupations.
The employment of children in hazardous industries is a severe violation of the principle of social justice, as it exploits the most vulnerable members of society. Such practices jeopardize a child's physical health, mental development, and right to education, perpetuating a cycle of poverty and inequality. Social justice in labour law seeks to protect the weak from exploitation; therefore, prohibiting child labour is a fundamental requirement for creating a fair and humane industrial and social environment.

73. (B) P-3, Q-1, R-4, S-2
Different labour laws address specific areas of protection and welfare within the industrial landscape. The Factories Act focuses on ensuring health and safety standards within manufacturing units. The Contract Labour Act regulates the use of outsourced workers in various establishments. The Building and Other Construction Workers Act is unique for creating a dedicated welfare fund through a cess. Lastly, the Child Labour Act is primarily concerned with age-based prohibitions to protect minors from exploitation.

74. (A) Article 23
Article 23 of the Indian Constitution is a cornerstone of labour rights, as it explicitly prohibits human trafficking and forced labour, including begar. This fundamental right ensures that all employment must be voluntary and based on fair terms. Many subsequent labour laws, such as those regulating migrant workers and preventing bonded labour, are rooted in this constitutional mandate. It protects human dignity by ensuring that no individual can be compelled to work against their will.

75. (A) (c) only
Labour is a subject placed on the Concurrent List, allowing both federal and state governments to enact legislation. While ILO conventions are highly influential, they are not automatically binding and must be ratified and incorporated into national law. The Factories Act of 1948 serves as a clear example of protective and welfare-oriented legislation by setting health and safety standards. Finally, social justice aims to proactively improve the status of workers rather than merely maintaining the existing status quo.

76. (A) Both A and R are true and R is the correct explanation of A.
The Factories Act mandates strict adherence to health standards, including cleanliness, lighting, and ventilation, to ensure a safe working environment. These provisions are fundamental because a healthy workspace is essential for the physical well-being and productivity of workers. By regulating environmental factors like dust and fumes, the Act seeks to prevent occupational diseases and ensure that factory premises do not become hazardous. These measures directly fulfill the Act's primary objective of protecting industrial labour.

77. (C) 14.2 cubic metres
To prevent overcrowding and ensure a healthy working environment, the law specifies a minimum amount of space for every worker in a factory. For establishments built after the commencement of the Factories Act, the required space is 14.2 cubic metres per worker. This measurement includes all space within the room, ensuring that employees have enough room to move and breathe freely. Such standards are vital for maintaining proper ventilation and reducing the risk of workplace accidents.

78. (D) Selling finished goods in a retail shop.

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The term manufacturing process is defined broadly to include activities like making, repairing, finishing, or generating power. It also encompasses pumping oil or water and even printing or bookbinding. However, activities purely related to retail sales, such as selling finished goods in a shop, are excluded from this definition. This distinction is important because the specialized safety and health regulations of the Factories Act apply specifically to the physical production and processing of goods rather than commercial sales.

79. (A) 250
Large factories are required to provide certain welfare facilities based on the size of their workforce. A canteen must be established and maintained by the occupier if the factory employs more than two hundred fifty workers. This provision ensures that employees have access to affordable and hygienic food within the premises, which is especially important for those working long shifts. This welfare measure contributes to the overall health, convenience, and satisfaction of the industrial workforce.

80. (A) Both Statement I and Statement II are true.
The Factories Act includes specific regulations regarding the working hours of women to ensure their safety and well-being. Generally, women are not allowed to work in any factory between the hours of 7 p.m. and 6 a.m. While State Governments have the power to vary these limits for certain industries, they cannot permit women to work between 10 p.m. and 5 a.m. under any circumstances. These restrictions aim to protect women from hazardous night-time environments and potential security risks.

81. (B) The occupier must be a person who is physically present in the factory at all times.
The occupier is the individual with ultimate control over the factory's management and affairs. While they are legally responsible for compliance with all safety and health regulations, the law does not require them to be physically present at all times. Instead, the focus is on their overall authority and accountability. In companies, a director is designated as the occupier to ensure that there is a clear person responsible for the establishment's legal obligations and worker welfare.

82. (A) 30
To support working mothers and promote gender equality in the industrial workforce, the law mandates the provision of crèches in certain factories. This requirement applies whenever a factory ordinarily employs more than thirty women workers. A crèche provides a safe and supervised environment for the young children of employees while they are at work. This welfare facility is essential for enabling women to maintain their employment and ensuring the proper care and development of their infants.

83. (B) 2, 4, 1, 3
The structural organization of the Factories Act follows a logical progression of worker protection. It typically begins with health provisions to ensure a clean environment, followed by detailed safety regulations to prevent accidents. Welfare measures are then outlined to provide for the workers' comfort and needs. Finally, the Act specifies the working hours for adults, along with provisions for leave and holidays. This sequence ensures that the most fundamental physical protections are addressed first in the legislation.

84. (D) The Mines Act, 1952
The Mines Act contains specific health and safety provisions tailored to the unique risks of the mining industry. Because miners often work in low-light conditions or environments with dust and debris, the law requires regular medical examinations, including the testing of eyesight for certain categories of workers. This ensures that individuals are physically fit for their tasks and that any occupational health issues are identified early. Such specialized medical oversight is crucial for maintaining safety in hazardous mining operations.

85. (A) (a), (b), and (d)
The Mines Act provides a comprehensive framework for regulating the mining industry, applying to any excavation made to search for minerals. It mandates the appointment of a qualified manager for every mine to ensure direct supervision. Additionally, the Act provides for rescue stations to handle emergencies in specified mining areas. While it limits working hours, the Act is primarily administered by the Central Government due to the national importance and

The Mines Act absolutely prohibits the employment of any person under eighteen years of age due to the extreme hazards of mining. This policy reflects a strong commitment to safety, as mining involves high risks of accidents, dust exposure, and physical strain that are inappropriate for minors. By maintaining this strict age limit, India aligns its national laws with international standards designed to protect young people from one of the most dangerous sectors of industrial employment globally.

131. (C) The political affiliation of the workman.
The pass-book issued to inter-state migrant workmen is a vital document for ensuring legal transparency in their employment. It must include essential details such as the worker's name, address, wage rates, and the terms of their service. This ensures that the worker has a formal record of their employment conditions and can verify their payments. However, personal information such as political affiliation is not required, as it is irrelevant to the regulation of their labour rights and welfare.

132. (D) The Central Government
For establishments that have a national impact or are under federal oversight, such as major ports, mines, and banking companies, the Central Government is designated as the appropriate government. This means that federal authorities are responsible for administering and enforcing labour laws in these specific sectors. This centralized oversight ensures uniform application of regulations across different states for industries that are critical to the national economy and require consistent safety and industrial relations standards throughout the country.

133. (C) The contractor fails to provide these within the prescribed time.
The principal employer serves as a secondary guarantor of workers' rights under the Contract Labour Act. Their liability to pay wages or provide mandated amenities like canteens and first-aid is triggered only when the contractor defaults on these duties. This provision ensures that the workers are not left without support due to the contractor's failure. By holding the primary establishment responsible in case of default, the law creates a strong incentive for the establishment to hire reputable contractors.

134. (B) Construction of a dam or a bridge.
The Building and Other Construction Workers Act applies to large-scale engineering and building projects, such as the construction of dams, bridges, and roads. These activities are characterized by temporary sites and high physical risks, necessitating specialized safety and welfare regulations. While manufacturing and retail of building materials are governed by other laws, the actual physical act of construction falls under this specific Act to provide social security and occupational safety to the workforce engaged in these infrastructure projects.

135. (D) The fund created from penalties collected from employers who violate the Child Labour (Prohibition and Regulation) Act.
The Rehabilitation-cum-Welfare Fund is a specialized corpus created to support children rescued from illegal employment. It is funded primarily through the fines and penalties collected from employers who have violated child labour prohibitions. These resources are used to provide for the education, health, and vocational training of the affected children, ensuring their successful reintegration into society. This mechanism ensures that the financial consequences of violating child labour laws are directly utilized to benefit the very children who were exploited.

136. (A) 86th Amendment
The 86th Constitutional Amendment was a landmark development that introduced Article 21A, making free and compulsory education a fundamental right for children aged six to fourteen. this amendment had a profound impact on child labour laws, as it established a positive obligation for the state to ensure children are in school rather than at work. Consequently, child labour legislation was strengthened to align the minimum age of employment with this educational mandate, prioritizing schooling over early industrial work.

137. (C) The Inter-state Migrant Workmen Act, 1979
The Inter-state Migrant Workmen Act specifically targets the regulation of labourers who are recruited from their home state to work in another through intermediaries. This legislation was created to address the extreme vulnerability of these workers, who often face language barriers and lack local support. By mandating

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an establishment. This individual or entity is legally responsible for ensuring that all workers on their premises, including those hired through contractors, are treated according to the law. In the case of a factory, it is the owner or manager. This concept is vital because it holds the primary establishment accountable for the welfare and wages of contract and migrant labourers.

94. (B) P-2, Q-3, R-4, S-1
Labour laws apply based on specific thresholds of worker numbers to ensure that regulatory burdens are appropriate for the size of the establishment. The Factories Act applies when ten or more workers are employed with power. The Contract Labour Act triggers at twenty or more workmen. The Building and Other Construction Workers Act applies to establishments with ten or more workers, while the Inter-state Migrant Workmen Act has a lower threshold of five migrant workers for applicability.

95. (A) The Union Minister of Labour.
The Central Advisory Board for contract labour is a high-level body that provides guidance on the administration of the Act. It is chaired by the Union Minister of Labour and Employment, reflecting the government's direct involvement in regulating contract work. The board includes representatives from the government, employers, and employees. This tripartite leadership ensures that all major decisions, such as prohibiting contract labour in certain industries, are based on comprehensive consultation and balanced industrial interests.

96. (B) Whether the contractor is making a high profit margin.
Before prohibiting the employment of contract labour in any process, the government considers specific industrial factors. These include whether the work is perennial, whether it is central to the establishment's operations, and if it provides sufficient employment for full-time regular workers. The aim is to prevent the casualization of core job functions. However, the financial profit margin of the contractor is not a legal criterion for abolition, as the focus is on the nature of the work.

97. (D) A is false but R is true.
The Contract Labour Act does not aim to abolish the system of contract labour in all forms; rather, it seeks to regulate its use in many sectors. Abolition is only pursued in specific processes or operations where the work is perennial and central to the business. This decision is made by the government after consulting the relevant Advisory Board. For other tasks, the Act ensures that contract labourers receive mandated welfare facilities and fair treatment while continuing their employment.

98. (A) The Appellate Officer appointed by the appropriate Government
If an individual is aggrieved by the decisions of a registering or licensing officer regarding registration or contractor licenses, they have the right to appeal. The appropriate government appoints an Appellate Officer specifically to hear and decide on such matters. This internal administrative mechanism provides a way to challenge potential errors or arbitrary decisions without immediately resorting to the court system. It ensures that the administration of the Act remains fair and legally accountable to all parties.

99. (C) 2 percent of the construction cost
To fund welfare activities for construction workers, a cess is levied on the total cost of construction projects. The law stipulates that this cess shall not exceed two percent of the cost incurred by the employer. The collected funds are deposited with the State Welfare Board to provide benefits such as pensions and insurance. This financial mechanism ensures that the construction industry contributes directly to the social security of its often transient and vulnerable workforce across the country.

100. (A) (a), (b) and (d)
The construction workers' legislation includes several specific protections and welfare measures. It applies to significant residential projects costing more than ten lakhs and ensures that registered workers receive photo identity cards for identification. The Act also mandates critical safety measures, such as protection from falling materials and safe scaffolding. However, the Welfare Board is a tripartite body that includes representatives of workers, ensuring

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that their interests are directly considered in the administration of the welfare fund and benefits.

101. (C) The Factories Act, 1948
To avoid overlapping jurisdictions and double regulation, the Building and Other Construction Workers Act does not apply to work that is already covered by the Factories Act. If a construction project takes place within the premises of a factory and falls under its regulatory framework, the specialized building workers' law will not be invoked. This ensures that employers follow a single set of comprehensive health and safety standards suitable for their specific industrial environment, maintaining regulatory clarity.

102. (B) The Inspector appointed under the Act
The enforcement of child labour laws is the primary responsibility of inspectors appointed by the appropriate government. These officials have the authority to enter workplaces, examine registers, and ensure that no children are employed in prohibited occupations. They also verify that the working conditions for permitted minors comply with legal regulations. By conducting regular inspections and initiating legal action against violators, these inspectors play a vital role in protecting children from illegal and harmful employment practices.

103. (D) The work must be non-hazardous and done outside school hours.
While the law allows children to help in family enterprises, this exception is subject to strict conditions to protect the child's development. The work must be non-hazardous and must not interfere with the child's compulsory education, meaning it can only be done outside of school hours. This balanced approach acknowledges traditional family roles while ensuring that the child's fundamental right to education is prioritized. It prevents the use of family businesses as a pretext for exploitative child labour.

104. (A) Both imprisonment and a fine.
Violating the prohibition on child labour is a serious offence that carries significant legal penalties. Employers found guilty of employing children in prohibited occupations can face both imprisonment and substantial fines. These dual penalties serve as a strong deterrent against the exploitation of minors and highlight the state's commitment to child protection. Repeated offences lead to even more severe punishments, including longer prison terms, ensuring that the legal system rigorously enforces the ban on illegal child employment.

105. (D) Statement I is false, but Statement II is true.
Labour legislation is primarily designed to protect the interests of workers rather than employers. It is rooted in the principle of social justice, which recognizes that individual workers often lack the bargaining power to negotiate fair terms with large capital owners. By setting minimum standards for wages, health, and safety, the law seeks to redress this power imbalance. This intervention ensures that economic development does not come at the cost of human dignity and fair treatment in the workplace.

106. (A) Principle of International Uniformity
The principle of international uniformity suggests that labour standards should be standardized across different countries to prevent unfair economic competition based on the exploitation of workers. By adopting common standards, nations can ensure that no country gains a competitive advantage by allowing substandard working conditions. This principle is championed by international bodies like the ILO, aiming to uplift global labour standards and ensure that social progress keeps pace with economic development in an increasingly globalized world market.

107. (D) Right to property (Article 300A).
Several fundamental rights in the Indian Constitution directly influence labour laws, such as the right to form unions and the prohibition of child and forced labour. These rights ensure human dignity and collective bargaining power for workers. However, the right to property is now a legal right rather than a fundamental right and does not directly relate to the specific protections of workers' welfare and safety. Labour legislation is primarily built on rights that safeguard the individual against industrial exploitation.

108. (B) Eighteenth year
An adolescent is a specific category of young person defined for the purpose of regulating industrial work. Under the law, an adolescent

is an individual who has completed fifteen years of age but has not yet reached eighteen. This classification allows for their employment in certain non-hazardous industries while still providing them with additional protections and shorter working hours compared to adults. These regulations ensure a safer transition for young people as they enter the industrial workforce.

109. (C) To ensure proper calculation of working hours, leave, and wages.
Maintaining a register of workers is a mandatory administrative requirement for every factory. This record provides essential data on the number of hours each employee works, their attendance, and the leave they have taken. Such documentation is vital for ensuring that wages, including overtime payments, are calculated accurately and fairly. It also allows government inspectors to verify that the factory is complying with legal limits on working hours and providing the mandated periods of rest and annual leave.

110. (A) (a), (b), (c), and (d)
The Factories Act includes comprehensive safety provisions to protect workers from physical harm. These include prohibiting women and children from working near high-risk machinery like cotton-openers and mandating safeguards for self-acting machines. The law also prevents workers from being required to lift excessive weights and mandates the use of protective gear, such as goggles, for tasks that could damage eyesight. These mandatory measures ensure that the physical environment of the factory is managed to minimize the risk of accidents.

111. (A) A person or institution recognized as such by the Chief Inspector for carrying out tests, examinations, and inspections.
A competent person is an individual or an organization officially recognized by the Chief Inspector of Factories for their technical expertise. They are authorized to conduct specialized tests, examinations, and inspections of plant and machinery, such as pressure vessels or lifting equipment. Their role is essential for verifying that industrial equipment is safe to operate, thereby preventing structural failures and mechanical accidents. This formal recognition ensures that safety inspections are performed by qualified professionals with appropriate technical knowledge.

112. (B) 7 days
When there is a change in the manager of a factory, the occupier is legally required to notify the relevant authorities. A written notice must be sent to the factory inspector within seven days of the change. This requirement ensures that the government always has an up-to-date record of the person responsible for the daily operations and legal compliance of the establishment. Maintaining accurate records of management is crucial for effective communication and enforcement of safety and health regulations.

113. (B) An office on the surface of the mine concerned.
The office of the mine is specifically defined as a designated office located on the surface premises of the mine. This office serves as the central point for maintaining official records, registers, and communication related to that specific mining operation. By locating the office at the mine site, the law ensures that essential documentation is readily available for inspection and that the management remains physically accessible to the workforce and government authorities responsible for monitoring safety and compliance.

114. (A) Both A and R are true and R is the correct explanation of A.
The Mines Act mandates annual leave with wages because mining is inherently one of the most physically and mentally demanding occupations. Constant exposure to hazardous environments, strenuous labour, and isolation necessitates regular periods of rest to maintain a worker's health and safety. These periods of recuperation are essential for preventing fatigue-related accidents and long-term health decline. Thus, providing paid leave is not just a welfare measure but a critical safety requirement for the sustainable operation of mines.

115. (C) 15
Workers employed in the demanding conditions below ground in a mine are entitled to more frequent leave than surface workers. They earn one day of leave with wages for every fifteen days of work performed. This provision recognizes

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the heightened physical strain and health risks associated with underground mining. By allowing for more frequent rest intervals, the law seeks to protect the health of miners and ensure they remain fit for their hazardous duties in subterranean environments.

116. (D) The Inter-state Migrant Workmen Act, 1979
The principle of equal pay for equal work is a key protection for migrant labourers under the Inter-state Migrant Workmen Act. It ensures that workers recruited from other states are not paid less than the local workers performing similar tasks in the same establishment. This provision prevents employers from using migration as a way to depress wages and ensures that all workers are treated fairly, regardless of their origin. It is a fundamental measure for maintaining social equity.

117. (C) The contractor, and by extension, the principal employer.
The health and medical needs of inter-state migrant workmen are the legal responsibility of the contractor. The contractor must provide necessary medical facilities and treatment to the workers during their term of employment. If the contractor fails to fulfill this duty, the principal employer becomes liable to provide these services. This ensures that migrant workers, who are far from their home support systems, have access to essential healthcare, with the primary establishment holding ultimate accountability for their well-being.

118. (B) The principal employer of a non-registered establishment is prohibited from employing contract labour.
Registration is a mandatory requirement for any establishment that wishes to employ contract labour. If a principal employer fails to obtain a certificate of registration, they are strictly prohibited from hiring any workers through a contractor. This system ensures that the government can monitor where contract labour is used and that establishments follow basic welfare and safety rules. Operating without registration is a legal violation that can lead to penalties and the loss of the right to use contract workers.

119. (D) It mandates the abolition of contract labour in all circumstances without exception.
The Contract Labour Act is designed to balance the regulation of contract work with its potential abolition. It does not mandate a blanket ban on contract labour across all industries. Instead, it provides a mechanism to prohibit its use only in specific processes where the work is perennial and core to the business. In most other situations, the Act focuses on regulating the system to ensure that contract labourers receive fair treatment and have access to essential welfare facilities.

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120. (A) P-2, Q-3, R-1, S-4
Labour legislation is categorized based on its primary objective. The Factories Act is a protective law that regulates workplace conditions. The Employee State Insurance Act provides social security for health and maternity risks. The Payment of Wages Act is a wage-focused law that ensures workers are paid on time without unauthorized deductions. Finally, the BOCW Cess Act is a welfare fund legislation that collects revenue to support the long-term needs of construction workers through a Board.

121. (C) 500
To proactively manage workplace hazards in large construction projects, the law requires the establishment of a Safety Committee. This committee is mandatory in every construction establishment that employs five hundred or more building workers. It includes representatives from both the management and the workforce, fostering a collaborative approach to identifying and mitigating risks. This measure ensures that safety remains a continuous priority at large sites where the potential for significant accidents is higher due to the scale of operations.

122. (A) Company shares and dividends to the beneficiaries.
The State Welfare Board provides essential social security benefits focused on the long-term health and financial stability of registered construction workers. These benefits include old-age pensions, maternity support for female workers, and financial aid for children's education. These services are funded by the welfare cess and worker contributions. However, the Board does not provide commercial financial benefits like company shares or dividends, as its purpose is social welfare rather than corporate investment or profit-sharing for individual workers.

123. (D) 30
Employers in the construction industry must provide formal notification to the inspectorate before starting any significant project. A notice of commencement of work must be submitted at least thirty days before the building activities begin. This advance notice allows the government to schedule inspections and ensure that the employer is prepared to comply with safety and welfare regulations. It is a critical administrative step for bringing construction sites under the oversight of the relevant labour and safety authorities.

124. (B) The list of hazardous occupations and processes to be included in the Act's schedule.
The Child Labour Technical Advisory Committee is an expert body that advises the government on identifying hazardous environments for minors. Its primary function is to recommend additional occupations and manufacturing processes that should be added to the prohibited list in the Act's Schedule. By evaluating technical and health risks, the committee ensures that the law adapts to new industrial dangers, thereby strengthening the protection of children and adolescents from work that could cause them severe physical or mental harm.

125. (C) (a), (b), and (c)
The 2016 amendment modernized child labour laws by aligning them with the fundamental right to education for children up to fourteen years old. It introduced stricter penalties for illegal employment and created the category of adolescent to regulate work for those between fourteen and eighteen. While it significantly restricted underage work, it did allow children to help in family enterprises under specific non-hazardous and non-interfering conditions. These collective measures aim to comprehensively protect young people while supporting family-based livelihoods.

126. (D) The Child Labour (Prohibition and Regulation) Act, 1986
Employing a thirteen-year-old child in a restaurant for long hours is a direct violation of the Child Labour Act. The law prohibits children below fourteen from working in most commercial establishments, as it interferes with their education and overall development. Restaurants are specifically regulated to prevent the exploitation of young children for manual labour. Such employment constitutes an offence, and the employer can be held legally accountable for failing to comply with the mandatory protections for minors in industrial settings.

127. (A) A trend towards greater labour market flexibility and simplification of laws.
In the post-liberalization era, Indian labour policy has shifted towards simplifying and consolidating various statutes to improve the ease of doing business. This trend involves moving away from rigid regulations towards greater market flexibility while still maintaining essential worker protections. The goal is to encourage industrial growth and attract investment by reducing administrative complexity. This approach aims to create a more modern and efficient industrial relations framework that can adapt to the demands of a globalized and competitive economic environment.

128. (B) To dismiss the factory manager for non-compliance.
Factory inspectors possess extensive powers to ensure that establishments follow health and safety laws. They can enter and search premises, inspect machinery, and take samples for analysis. They also have the authority to examine records and registers to verify compliance. However, inspectors do not have the legal power to directly dismiss a factory manager. Instead, they report violations and initiate legal proceedings through the courts or administrative channels, which may then lead to penalties or other formal corrective actions.

129. (B) Twice the ordinary rate of wages.
To compensate workers for additional physical strain and the loss of personal time, the law mandates higher pay for overtime work. If a worker exceeds the daily limit of nine hours or the weekly limit of forty-eight hours, they are entitled to wages at twice the ordinary rate for those extra hours. This serves as a financial deterrent for employers against overworking their staff and ensures that employees are fairly compensated for working beyond the standard legally prescribed limits.

130. (A) Both Statement I and Statement II are true.

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145. (A) 3, 4, 1, 2
The progression of Indian labour law reflects changing social priorities over several decades. The Factories Act of 1948 established foundational post-independence standards for manufacturing. This was followed by the Contract Labour Act in 1970 to regulate outsourced work. The Child Labour Act was passed in 1986 to address age-based prohibitions more comprehensively. Finally, the Building and Other Construction Workers Act was enacted in 1996 to provide specialized social security and safety for the rapidly growing construction sector workers.

146. (A) Applies only to a specific type of contract labour, i.e., those recruited from another state.
The Inter-state Migrant Workmen Act is a specialized legislation that targets a specific group of workers who are particularly vulnerable due to their relocation. While the general Contract Labour Act applies to all outsourced workers, the 1979 Act specifically regulates those who are recruited through a contractor across state boundaries. This focus allows the law to mandate additional protections like displacement and journey allowances, which address the unique economic and social hardships faced by migrant labourers in distant locations.

147. (C) Meeting the expenses of the Building and Other Construction Workers' Welfare Board.
A welfare cess is a targeted tax collected on the total cost of construction projects to support the industry's workforce. The revenue generated from this cess is specifically earmarked for the Building and Other Construction Workers' Welfare Board. These funds are used to provide essential social security benefits, such as pensions, maternity relief, and accident insurance, to registered workers. This system ensures that the construction industry itself funds the safety net for its transient and often unorganized labourers.

148. (D) The Child Labour (Prohibition and Regulation) Act, 1986
The 2016 amendment to the Child Labour Act significantly enhanced protections for adolescents aged fourteen to eighteen. It introduced a comprehensive ban on their employment in hazardous occupations and processes, such as mining and work with explosives. This measure ensures that older minors are not exposed to high-risk environments that could jeopardize their physical safety or health. By regulating their work in this manner, the law provides a safer pathway for young people to enter the legitimate and non-hazardous industrial workforce.

149. (A) Both Statement I and Statement II are true.
Article 43A of the Indian Constitution is a significant Directive Principle that encourages industrial democracy by promoting worker participation in management. It suggests that the State should take steps to ensure workers have a voice in the decision-making processes of industrial undertakings. This principle recognizes that workers are key stakeholders in production and that their involvement can lead to better industrial relations and productivity. It has influenced several legislative initiatives aimed at creating a more collaborative workplace environment.

150. (A) P-4, Q-3, R-2, S-1
Welfare provisions are tailored to the specific needs of workers across different industries. The Factories Act requires canteens for large workforces and crèches for units with over thirty women. The Building and Other Construction Workers Act mandates safety committees due to high site risks. Meanwhile, the Inter-state Migrant Workmen Act unique provides for displacement allowances to compensate workers for relocation. These mandatory amenities ensure that diverse industrial groups receive appropriate support for their health, safety, and overall socio-economic well-being.

151. (D) 75 hours
While overtime work is sometimes necessary, the law imposes strict limits to prevent the exploitation and exhaustion of workers. Under the Factories Act, the total number of overtime hours that an adult worker can be required to perform is capped at seventy-five hours in any quarter (three-month period). This restriction ensures that workers are not subjected to excessive labour for extended periods, maintaining their health and workplace safety. Overtime must always be compensated at double the ordinary wage rate.

152. (A) The State Government
The State Government possesses the discretionary power to extend the application of the Factories

registration, licensing of contractors, and equal wages, the Act seeks to prevent their exploitation and ensure they receive basic welfare facilities, such as housing and medical care, while employed away from home.

138. (A) To provide financial loans to countries for infrastructure development.
The International Labour Organisation focuses on promoting social justice and internationally recognized human and labour rights. Its primary objectives include setting global standards for work, enhancing social protection, and creating decent employment opportunities for all. While it provides technical assistance and guidance to member states, it is not a financial lending institution for infrastructure projects. Its role is centered on the policy and standard-setting aspects of the global labour market rather than large-scale economic development financing.

139. (A) Both A and R are true and R is the correct explanation of A.
Categorizing labour laws as protective, regulative, or social security is a standard practice that helps in understanding their specific function. Protective laws, like the Factories Act, focus on health and safety. Regulative laws, such as the Industrial Disputes Act, manage the relationship between unions and employers. Social security laws provide a safety net for risks like sickness or old age. This classification clarifies the legislative intent and the specific type of protection or regulation provided to the workforce.

140. (B) (b) and (c)
The Factories Act mandates several specific hygiene and management requirements to ensure worker well-being. It requires the provision of spittoons in convenient locations to maintain cleanliness. Additionally, factories employing five hundred or more workers must appoint a qualified Welfare Officer to oversee human relations and social benefits. While it regulates working hours, the total daily work including rest intervals is generally capped at ten and a half hours. The Act typically excludes mobile units of the armed forces from its jurisdiction.

141. (C) The Factories Act, 1948
To ensure that young persons are physically capable of working in an industrial environment without harming their health, the Factories Act requires them to obtain a certificate of fitness. This certificate must be issued by a certifying surgeon after a thorough medical examination. It confirms that the young person is fit for the specific type of work they are intended to perform. This provision is a vital safety measure that prevents vulnerable young individuals from being assigned to overly strenuous tasks.

142. (D) Forthwith
In the mining industry, fatal accidents must be reported with absolute urgency due to the severe risks and potential for multi-casualty disasters. The manager is legally required to inform the relevant authorities, including the Chief Inspector, forthwith after such an event occurs. This immediate reporting allows for rapid investigation and emergency response, helping to identify the cause of the accident and prevent further loss of life. Such strict timelines are essential for maintaining safety oversight in hazardous mining environments.

143. (A) Inter-state Migrant Workmen Act, 1979 - Inspector General
Each major labour act designates specific authorities responsible for its administration and enforcement. The Factories Act identifies the occupier as the person in ultimate control, while the Mines Act focuses on the manager for operational responsibility. The Contract Labour Act emphasizes the principal employer's liability. However, the Inter-state Migrant Workmen Act does not use the term Inspector General as its primary enforcement title; instead, it utilizes registering officers, licensing officers, and inspectors appointed by the government.

144. (B) The Contractor
Under the Contract Labour Act, the contractor bears the primary responsibility for obtaining a legal license to supply workers to an establishment. This license is essential for ensuring that the contractor is officially recognized and subject to government oversight. The licensing process involves specifying the number of workers and the nature of the work, ensuring that the contractor follows basic safety and welfare rules. Without a valid license, a contractor cannot legally engage in the business of supplying labour.

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technical hazards of the mining sector across the country.

86. (B) 48 hours
To protect the health of individuals working in the strenuous conditions of underground mines, the law strictly limits the total number of weekly working hours. No person is allowed to work below ground for more than forty-eight hours in any given week. This limit is essential to prevent physical exhaustion and ensure that miners have sufficient time for recovery. Adhering to these hours is a critical component of the overall safety strategy to minimize risks in hazardous underground environments.

87. (D) The Central Government.
Given the hazardous nature and strategic importance of the mining industry, the power to create detailed safety regulations rests with the Central Government. This authority allows the federal government to set uniform standards for mine safety, health, and welfare across the country. These regulations cover everything from ventilation and lighting to emergency rescue procedures. By centralizing this power, the law ensures that all mining operations meet high safety standards, regardless of their location or the minerals extracted.

88. (A) Mine - Includes an oil well.
The legal definition of a mine is broad and includes all excavations for mineral extraction, as well as oil wells and gas fields. This ensures that the specialized safety and health regulations of the Mines Act apply to diverse forms of mineral extraction. Other key roles include the owner as the proprietor and the manager as the person in actual control. The Committee acts as an advisory body on safety matters rather than focusing solely on production or management.

89. (C) 72 hours or more
Under the Mines Act, a reportable injury is defined as any injury that prevents the employee from returning to work for a period of seventy-two hours or more. This classification is important for tracking workplace accidents and ensuring that significant health incidents are formally documented and investigated by the authorities. Reporting such injuries helps the government monitor the safety performance of different mines and identify areas where additional protective measures or regulatory interventions may be necessary.

90. (C) Statement I is true, but Statement II is false.
The Inter-state Migrant Workmen Act was enacted specifically to safeguard workers from exploitation when they are recruited to work outside their home states. Far from penalizing migration, the Act imposes significant legal liabilities on both contractors and principal employers to ensure fair wages and service conditions. It aims to protect the fundamental rights of migrant labourers by providing for welfare facilities and legal oversight, ensuring they are not disadvantaged by their movement across state borders.

91. (D) The registering officer appointed by the appropriate Government in the state of employment.
For an establishment to legally employ inter-state migrant workers, it must be registered with the designated authority in the state where the work is performed. The registering officer is appointed by the appropriate government to oversee this process. This localized registration ensures that the government in the state of employment can effectively monitor the establishment's compliance with welfare and safety laws. It creates a clear record of migrant employment, facilitating inspections and the protection of worker rights.

92. (B) The Workmen's Compensation Act and the Payment of Wages Act.
The Inter-state Migrant Workmen Act provides additional protections that complement existing labour laws. Its provisions do not replace, but rather add to, the requirements of the Workmen's Compensation Act and the Payment of Wages Act. This means that migrant workers are entitled to the specific benefits of the 1979 Act while still retaining their rights to compensation for injuries and timely wage payments under older, broader statutes. This layered legal protection ensures comprehensive security for migrant labourers.

93. (C) The owner or person in ultimate control of the establishment where work is being done.
The principal employer is defined as the person who has ultimate authority over the affairs of

Act to any premises where a manufacturing process is carried on. This power can be exercised even if the number of workers is below the standard statutory threshold of ten or twenty. This allows authorities to bring small units involved in dangerous or specialized manufacturing under regulatory oversight, ensuring that the health and safety of the individuals employed there are protected regardless of establishment size.

153. (C) The permanent loss of any part or section of a body.
Under the Mines Act, a serious bodily injury is specifically defined to include any injury that results in the permanent loss of use, or the physical loss, of any body part or section. This classification is used for severe accidents that have long-term consequences for the worker's health and ability to work. Reporting such injuries is mandatory and triggers rigorous investigations. It helps in assessing the severity of workplace hazards and ensuring that substantial safety failures are addressed.

154. (A) The Inter-state Migrant Workmen Act, 1979
The Inter-state Migrant Workmen Act includes the concept of a deemed principal employer to ensure that there is always a clearly accountable entity for worker welfare. In certain cases, the owner of the premises where the work is conducted can be held responsible for providing mandated amenities and ensuring legal compliance. This prevents establishments from avoiding their duties by using multiple layers of contractors. It ensures that the primary establishment remains responsible for the fair treatment of vulnerable migrant labourers.

155. (A) (c) and (d)
The Contract Labour Act provides a regulatory framework to ensure that outsourced workers receive fair treatment. Key provisions include the requirement for contractor licenses to specify the nature of work and the number of workmen. It also aims to ensure that contract labourers receive wages and working conditions similar to those of regular employees for the same type of work. While the Act allows for the prohibition of contract labour in some cases, its main function is to regulate employment fairly.

156. (B) State Government or an authority specified by it
If an employer or worker is dissatisfied with the decisions of the registering authority under the Building and Other Construction Workers Act, they have the right to file an appeal. The State Government or a specifically designated authority hears such appeals to review the original decision. This provides a formal administrative process for resolving disputes regarding the registration of establishments or workers. It ensures that the administration of the welfare scheme remains transparent, fair, and legally accountable.

157. (C) The Child Labour (Prohibition and Regulation) Amendment Act, 2016
The 2016 amendment significantly transformed child labour laws in India by introducing a comprehensive ban on the employment of children below fourteen years in almost all sectors. It directly linked this prohibition to the age of compulsory education, ensuring that childhood is dedicated to schooling rather than industrial work. By making education the priority and restricting work to non-hazardous family tasks after school, the amendment seeks to eliminate exploitative child labour while promoting the developmental rights of minors.

158. (D) Directive Principle of State Policy
The principle of equal pay for equal work is a key social objective found within the Directive Principles of State Policy in the Indian Constitution. It directs the State to ensure that there is no discrimination in remuneration between men and women performing the same tasks. While not a fundamental right that can be directly enforced in all private settings, it serves as a crucial guiding principle for the government to enact laws, such as the Equal Remuneration Act.

159. (A) International Labour Organisation
The Philadelphia Declaration of 1944 is a fundamental document that reaffirmed the goals and principles of the International Labour Organisation. It established the core belief that labour is not a commodity and that poverty anywhere constitutes a danger to prosperity everywhere. This declaration expanded the ILO's mandate to include a broader range of social and economic issues, emphasizing the importance

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decades. The Mines Act of 1952 was an early measure to address the hazards of the mining sector. The Contract Labour Act followed in 1970 to regulate outsourced workers. The Inter-state Migrant Workmen Act was passed in 1979 to protect those recruited across state borders. Finally, the Child Labour Act of 1986 established a more comprehensive framework for prohibiting and regulating child employment in various industries.

190. (D) Statement I is false, but Statement II is true.
Labour legislation represents a move away from 'laissez-faire' policies where the state does not interfere in private contracts. The core philosophy of modern labour law is that the state must intervene to protect the worker, who typically has less bargaining power than the employer. By mandating fair wages, health standards, and safe environments, the law ensures that employment conditions remain humane. This state intervention is essential for preventing exploitation and achieving the social justice objectives of a modern democracy.

191. (A) Directly by the principal employer or via an agency.
The legal definition of a worker is broad to ensure that as many individuals as possible are covered by safety and health protections. It includes persons employed directly by the management, as well as those hired through contractors or other agencies. The focus is on the individual's role in the manufacturing process or any work incidental to it within the factory premises. This inclusive definition ensures that everyone working in the establishment is protected by the same mandatory standards.

192. (B) Maintenance of plans and sections of the mine workings.
To prevent major disasters such as gas leaks or flooding from nearby abandoned workings, the Mines Act mandates the maintenance of accurate plans and sections of all mine excavations. These technical documents show the exact location and depth of underground workings. By keeping these records up to date and submitting them to the authorities, mine management can identify potential risks before they lead to accidents. This technical oversight is a critical preventative measure for maintaining safety in complex underground mining operations.

193. (B) To ensure that the contractor complies with the provisions of the Act.
The principal employer has a high-level duty of oversight regarding the treatment of inter-state migrant workmen. While the contractor is the immediate employer, the principal establishment must ensure that the contractor follows all legal requirements, including the payment of fair wages and the provision of welfare facilities. If the contractor defaults, the principal employer becomes liable for these obligations. This dual responsibility ensures that the establishment remains accountable for the fair treatment of all workers on its site.

194. (A) Abolition
The power to prohibit the employment of contract labour in specific processes is the primary tool for achieving the legislative goal of abolition. This action is taken when the work is perennial, core to the business, and could be performed by regular full-time employees. By prohibiting contract labour in these areas, the law prevents the long-term use of outsourced workers for tasks that should properly belong to a permanent workforce. This maintains a balance between flexible and secure employment.

195. (A) (a), (b), and (c)
The Welfare Board for construction workers performs several vital functions aimed at providing long-term social security. It offers immediate financial assistance in case of accidents and provides pensions to workers who have reached sixty years of age. The Board also sanctions loans for housing and provides aid for children's education and maternity benefits. These services are funded by the welfare cess and worker contributions, creating a comprehensive support system for individuals in the transient and hazardous construction sector.

196. (D) Order the immediate closure of the entire establishment.
Inspectors under child labour legislation have significant powers to investigate potential violations, including entering premises and examining official records. They can seize documents as evidence and examine any person

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adolescents between fourteen and eighteen are strictly prohibited from working in mines or in any activities involving explosives and flammable substances. These environments are inherently dangerous due to risks of collapses, explosions, and toxic exposure. Prohibiting young workers from these sectors is essential for their safety, as they may lack the experience or physical maturity to handle such risks.

168. (A) The Royal Commission on Labour (Whitley Commission)
The Royal Commission on Labour, chaired by John Henry Whitley, submitted a comprehensive report in 1931 that fundamentally shaped the future of Indian labour legislation. Its recommendations addressed a wide range of issues, including working conditions, industrial relations, and worker health. Many of its suggestions were later incorporated into significant laws such as the Payment of Wages Act and the Trade Unions Act. The report remains a foundational document in the history of labour reform in the Indian subcontinent.

169. (C) Statement I is true, but Statement II is false.
The Factories Act strictly regulates daily working hours by stipulating that no adult worker should be required to work more than nine hours in any single day. While the Act allows for some flexibility with government approval, this is strictly controlled and subject to a maximum cap, including rest intervals. Employers cannot simply exceed these daily limits even with the worker's consent, as the law seeks to prevent physical overexertion and ensure a standardized, humane work schedule for all employees.

170. (A) No person is allowed to work for more than six days in any week.
To ensure necessary rest and prevent chronic fatigue, the Mines Act mandates a weekly day of rest for all mine workers. It stipulates that no person shall be allowed to work in a mine for more than six days in any given week. This mandatory break is a critical safety requirement in the physically demanding mining industry. It allows workers time for recovery, which reduces the likelihood of accidents caused by exhaustion and promotes the long-term health of the workforce.

171. (D) Contractor
Under the Inter-state Migrant Workmen Act, the contractor is primarily responsible for the day-to-day welfare and legal compliance at the work site. The contractor must ensure that the migrant workers receive their wages, are provided with housing and medical facilities, and that their conditions of service meet the statutory requirements. While the principal employer has ultimate accountability, the contractor is the immediate authority responsible for implementing the Act's protections and maintaining the required records for the migrant workforce.

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172. (A) (a) and (b)
The appropriate government has the power to prohibit the employment of contract labour in specific establishments or processes. This significant decision is only taken after a thorough consultation with the relevant Central or State Advisory Board. The government evaluates factors such as the perennial nature of the work and whether regular employees perform similar tasks. While abolition leads to the removal of contract workers, it does not automatically mean they are absorbed as regular employees unless specifically ordered by a court.

173. (C) Building and other construction workers.
The Building and Other Construction Workers Act is specifically tailored to protect those engaged in the construction, alteration, repair, or maintenance of buildings, roads, and other civil engineering projects. Workers in this sector often face insecure, temporary, and hazardous employment conditions. The Act seeks to address these unique challenges by regulating their service conditions and creating a dedicated welfare board to provide them with social security benefits, safety protections, and healthcare support during their employment.

174. (D) The Central Government by notification in the Official Gazette
The list of occupations and processes prohibited for children and adolescents is not static and can be updated as new industrial hazards are identified. The Central Government holds the authority to amend this Schedule by issuing a formal notification in the Official Gazette. This process allows for relatively quick legal updates

to protect young workers from newly recognized dangers without requiring a full parliamentary amendment. It ensures that the law remains responsive to evolving technical and health standards in various industries.

175. (A) Social Dialogue
The ILO's tripartite principle is a practical application of social dialogue, which involves communication and cooperation between governments, employers, and workers. This process aims to build consensus on labour-related issues and ensure that policies are balanced and sustainable. By involving all three parties in the creation of international standards, the ILO promotes a democratic approach to industrial relations. Social dialogue helps prevent conflicts, enhances productivity, and ensures that the rights and needs of all industrial stakeholders are represented fairly.

176. (B) Article 43
Article 43 of the Indian Constitution is a key Directive Principle that guides the State's approach to labour welfare. it directs the State to secure for all workers, through legislation or other means, a living wage and conditions of work that ensure a decent standard of life. It also emphasizes the importance of providing social and cultural opportunities to workers. This constitutional mandate serves as the moral and legal basis for many laws aimed at uplifting the socio-economic status of the workforce.

177. (B) 1881
The First Factories Act in India was enacted in 1881 during the British colonial period. This early legislation primarily focused on regulating the employment of children and fixing their working hours in large factories, especially in the textile industry. While its scope was limited compared to modern standards, it marked the beginning of state intervention in the industrial relationship between employers and employees. It laid the foundation for future, more comprehensive laws protecting worker health, safety, and welfare.

178. (A) Manager of the factory
The manager of a factory bears the legal responsibility to report any serious accidents or dangerous occurrences to the relevant authorities, such as the Chief Inspector and the State Government. This notification must be made in the prescribed manner and within the required timeframe after the incident. Timely reporting is essential for allowing authorities to investigate the cause of the accident, assess workplace safety, and recommend measures to prevent similar dangerous situations from recurring in the future.

179. (A) P-4, Q-3, R-2, S-1
Each major labour law establishes specific authorities to oversee its enforcement and administration. The Mines Act is supervised by the Chief Inspector of Mines. The Child Labour Act utilizes a Technical Advisory Committee to identify hazardous work. The Building and Other Construction Workers Act is unique for its Welfare Board that manages social security funds. Finally, the Contract Labour Act relies on licensing officers to regulate contractors, ensuring that all industrial sectors operate under their respective specialized oversight.

180. (D) Contract labour
Contract labour refers to workers who are hired through an intermediary contractor rather than being directly employed by the principal employer of an establishment. These workers are engaged in connection with the work of the establishment but maintain a contractual relationship with the contractor. Because they are not direct employees, they often lack the same job security and benefits as regular staff. Specialized legislation exists to regulate their employment, ensuring they receive fair treatment and basic welfare facilities.

181. (A) Both A and R are true and R is the correct explanation of A.
The construction workers' legislation was enacted to address the high risks and job insecurity inherent in the construction industry. Construction work is often temporary and takes place at hazardous sites, leaving workers vulnerable to accidents and economic instability. The Act seeks to mitigate these issues by mandating site safety measures and creating a dedicated welfare fund. This fund provides registered workers with essential social security benefits, ensuring their well-being even after their work on a specific project has concluded.

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182. (B) Permitted under the exception for family enterprises in the Child Labour (Prohibition and Regulation) Act.
The law allows for flexibility when children participate in their family's traditional or agricultural livelihoods. Helping in a family enterprise, such as a farm, is permitted provided that the child is not engaged in hazardous work and that the activity takes place after school hours. This exception respects cultural and family dynamics while ensuring that the child's fundamental right to education and health is prioritized. It prevents the exploitation of children while allowing them to learn family skills.

183. (D) A dynamic concept that corrects the power imbalance and ensures distributive justice.
Social justice in labour law is a proactive and evolving principle aimed at achieving fairness in the industrial relationship. It recognizes that workers and employers have unequal bargaining power and seeks to balance this through legal protections. By ensuring fair wages, safe conditions, and social security, social justice aims for an equitable distribution of the benefits of production. It is a guiding principle that adapts to changing social and economic realities to prevent the exploitation of human labour.

184. (A) Prohibited under the Factories Act, 1948.
Double employment, where a worker holds two different jobs in separate factories, is generally prohibited by law. The Factories Act stipulates that no adult worker should be required or allowed to work in any factory if they have already worked in another factory on the same day. This restriction is a health and safety measure designed to prevent overwork and extreme fatigue, which could lead to accidents and health decline. It ensures that workers have necessary rest between their shifts.

185. (C) A below-ground working
A below-ground working in a mine refers to any part of the mining operation that takes place beneath the surface of the earth. This include shafts, tunnels, and galleries where mineral extraction occurs under the superjacent ground. These areas are characterized by unique safety risks, such as potential roof collapses and limited natural ventilation, necessitating more stringent and specialized regulatory oversight compared to surface or open-cast mines. Clearly defining these areas ensures appropriate protective measures are implemented.

186. (A) The contractor being debarred from employing contract labour.
Obtaining a license is a mandatory legal requirement for any contractor supplying labour under the Contract Labour Act. If a contractor fails to obtain or renew their license, they are prohibited from legally supplying or employing contract workers. This licensing system ensures that contractors are officially recognized and agree to comply with mandatory safety and welfare standards. Operating without a license is a serious legal violation that can lead to fines, debarment, and potential legal action against both the contractor and the employer.

187. (D) The Building and other Construction workers Act, 1996
The Building and Other Construction Workers Act was specifically created to provide a dedicated social security framework for the construction industry. It recognizes that construction workers are often transient and unorganized, making it difficult for them to access traditional benefits. By mandating a welfare cess on construction projects, the Act funds a Welfare Board that provides registered workers with benefits such as old-age pensions, maternity support, and insurance. This targeted legislation ensures long-term social security for construction labourers.

188. (B) It provides for a specific procedure to add new occupations to the prohibited list.
The Child Labour Act includes a dynamic mechanism for identifying hazardous industries. It establishes a Technical Advisory Committee to review and recommend new occupations or manufacturing processes that should be added to the list of prohibited work for children and adolescents. This procedure allows the government to update safety standards through official notifications without needing to amend the Act itself. This ensures the law remains effective as new industrial risks emerge, maintaining a high level of child protection.

189. (A) 1, 4, 2, 3
The development of specialized labour laws in India occurred progressively over several

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economic, and political justice. The Fundamental Rights protect individual dignity and collective bargaining. The Directive Principles of State Policy provide specific goals for worker welfare, such as a living wage and humane working conditions. Together, these elements form a comprehensive constitutional framework that guides the state in creating fair and protective labour legislation for the nation's diverse workforce.

218. (A) The law made by Parliament
For subjects on the Concurrent List, the national Parliament and State Legislatures both have the power to make laws. However, if there is a direct conflict or inconsistency between a central law and a state law on the same subject, the central law generally prevails. This principle of federal supremacy ensures that national standards are maintained across the country and prevents fragmented or contradictory legal frameworks. It provides industrial stability by ensuring that core labour regulations are consistent across different states.

219. (D) All (a), (b), (c), (d), and (e) are mandatory
The Factories Act establishes a wide range of mandatory requirements that occupiers and managers must follow to ensure a safe and healthy workplace. These include providing adequate lighting and cool drinking water for comfort, maintaining registers of workers for record-keeping, and strictly prohibiting child labour. Every factory must also have a designated occupier responsible for legal compliance. These provisions are not optional; they are essential statutory duties designed to create a comprehensive regulatory framework for protecting industrial labour in the country.

220. (B) The owner, agent, or manager of the mine
Under the Mines Act, the primary responsibility for creating specialized safety rules, known as bye-laws, rests with the management of the mine. The owner, agent, or manager must frame these bye-laws to address specific operational risks and prevent accidents in their particular mine. While these rules must be consistent with the Act and approved by the authorities, placing the initial duty on management ensures that the safety measures are tailored to the unique technical challenges and hazards of that specific mining site.

221. (C) The Payment of Wages Act, 1936
Migrant workers are entitled to the protections of the Payment of Wages Act to ensure they receive their earnings without unauthorized deductions. This older legislation provides a formal mechanism for filing claims if wages are delayed or withheld. The Inter-state Migrant Workmen Act explicitly preserves these rights, ensuring that migrant labourers have access to the same wage-related legal remedies as any other worker. This integrated legal approach provides comprehensive protection for the livelihoods of transient workers who are far from their home states.

222. (D) Tripartite body
The Central Advisory Board established under the contract labour regulatory framework functions as a tripartite body. This means it incorporates representatives from the government, employers, and the workforce to provide balanced advice on policy matters. Such a structure ensures that the interests of all key stakeholders are considered before the government makes decisions regarding the prohibition or regulation of contract labour in specific industrial processes. This collaborative approach promotes social dialogue and more effective implementation of labour standards across diverse sectors.

223. (A) 90 days
To be eligible for registration as a beneficiary and receive welfare benefits, a construction worker must demonstrate a significant period of employment in the sector. The law requires that the worker must have been engaged in building or other construction work for not less than ninety days during the preceding twelve months. This requirement ensures that the benefits of the Welfare Board are directed toward individuals who are regular participants in the construction workforce, providing social security to those whose primary livelihood is building work.

224. (B) Imprisonment and/or fine
Obstructing an inspector from performing their duties is a serious offence that can lead to criminal penalties. This includes refusing to allow an inspector to enter a workplace or failing to produce mandatory records and registers. The law provides for imprisonment or fines, or both, for such non-compliance. These deterrents are

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suspected of illegal employment. However, an inspector does not have the unilateral authority to immediately shut down an entire business. Instead, they file formal complaints and initiate legal proceedings in the courts, which then determine the appropriate penalties or orders for non-compliance with the law's child protection mandates.

197. (C) Article 39(d) (Directive Principle)
Article 39(d) of the Indian Constitution is a significant Directive Principle that specifically directs the State to ensure equal pay for equal work for both men and women. This principle seeks to eliminate gender-based wage discrimination and promote economic equality. While not a directly enforceable fundamental right, it provides the constitutional mandate for laws like the Equal Remuneration Act. By following this directive, the state aims to create a more equitable and fair industrial environment for all workers.

198. (B) Protective legislation
The requirement for a Safety Officer is a hallmark of protective labour legislation, which focuses on safeguarding the physical health and safety of the workforce. Such laws set mandatory standards for workplace environments to prevent accidents and occupational diseases. By requiring specialized safety personnel in larger establishments, the law ensures that hazard identification and risk mitigation are handled by qualified professionals. This proactive approach is essential for maintaining a safe industrial workplace and protecting workers from potential bodily harm and operational dangers.

199. (D) Ensuring the safety and health of the mine workers.
Inspectors under the Mines Act are granted extensive powers primarily to safeguard the individuals working in the inherently dangerous mining industry. Their role involves conducting regular inspections of mine sites, examining equipment, and ensuring that all safety protocols and health standards are strictly followed. They have the authority to issue directions and even stop work if an immediate danger is apprehended. By prioritizing safety over production or revenue, these inspectors play a vital role in preventing mining disasters.

200. (A) Any place where an industry, trade, business, manufacture or occupation is carried on.
The term establishment is defined broadly in contract labour legislation to cover almost all workplaces. It includes any premises where any industry, manufacture, business, or occupation is conducted. This comprehensive definition ensures that the Act's regulations regarding the registration of employers and the protection of contract workers apply across diverse sectors of the economy. By including both private businesses and government departments, the law ensures uniform standards for the treatment of outsourced labour throughout the industrial landscape.

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201. (C) Only registered workers are eligible for benefits from the welfare fund.
Registration as a beneficiary with the State Welfare Board is a crucial step for building and other construction workers. This formal status is the only way for a worker to access the various social security benefits provided by the Board, such as pensions, maternity relief, and accident insurance. The fund is designed to support the specific individuals who contribute to it and are officially recorded. Therefore, registration ensures that the benefits reach the intended transient and unorganized labourers in the sector.

202. (A) Ensuring the rescued child's education and welfare.
The creation of a dedicated rehabilitation fund at the district level is a critical measure for the long-term well-being of rescued child labourers. This fund, often supported by fines collected from violating employers, is used to provide for the child's educational needs, vocational training, and immediate welfare. By focusing on rehabilitation, the law ensures that children are not just removed from work but are also given a real chance at a better future. This comprehensive approach is essential for truly eradicating child labour.

203. (A) P-4, Q-2, R-1, S-3
Understanding the core principles of labour law is essential for evaluating the industrial landscape. Social justice seeks to ensure fairness and correct power imbalances. Tripartism involves the collaborative decision-making of three parties: government, employers, and workers. Laissez-

of human rights, dignity, and economic security for all workers in the post-war global industrial landscape.

160. (C) A true but R is false.
The Factories Act does indeed contain mandatory provisions for annual leave with wages for workers who have completed a minimum period of service. However, the reason for this is to ensure that workers have necessary time for rest and recuperation, which is essential for their long-term health and workplace safety. The provision is not intended to force continuous work; rather, it acknowledges that regular breaks are needed to prevent exhaustion and maintain a humane and sustainable industrial environment.

161. (B) Fifteenth year
For the purposes of the Factories Act, a child is defined as a person who has not yet completed their fifteenth year of age. This definition is used to regulate their entry into the industrial workforce and ensure they are not subjected to hazardous manufacturing environments during their early development. By setting this age limit, the law aims to protect younger children and ensures that any employment of older minors is subject to additional safety, health, and working hour restrictions.

162. (A) Twelve months
A certificate of fitness is a mandatory requirement for young persons working in factories to ensure they are physically fit for their assigned tasks. Once granted by a certifying surgeon, this certificate remains valid for a period of twelve months. After this year, the young person must undergo a fresh medical examination to have the certificate renewed. This annual review ensures that their health is continuously monitored and that the industrial work is not negatively impacting their physical development.

163. (C) Central Government
The Central Government holds the discretionary power to exempt any mine, or specific classes of persons, from the provisions of the Mines Act. This authority allows for flexibility in cases where the application of certain regulations might be impractical or unnecessary due to the unique nature of a specific operation. However, such exemptions are usually granted under strict conditions and only after ensuring that the basic safety and health of the workers will not be compromised by the exemption.

164. (D) To ensure the contractor is responsible and will abide by all laws.
The mandatory licensing of contractors under migrant worker legislation is a critical regulatory tool for protecting vulnerable labourers. The licensing process ensures that only responsible individuals or firms, who are capable of fulfilling their legal obligations, are permitted to recruit workers across state lines. By requiring a license, the government can impose specific conditions regarding wages and welfare facilities. It also allows authorities to monitor the contractor's performance and revoke the license if they engage in exploitative practices.

165. (C) Supervisory capacity drawing wages exceeding a certain limit
The definition of a workman in contract labour legislation is inclusive of manual, clerical, and unskilled labour. However, it generally excludes individuals who are employed primarily in a supervisory capacity and earn wages above a specific statutory threshold. This distinction recognizes that higher-earning supervisors typically have greater individual bargaining power and do not require the same level of specialized protection as manual or lower-paid workers. The law focuses its regulatory efforts on those most vulnerable to industrial exploitation.

166. (B) The Central Government.
For any construction project carried out by a Central Government department or agency, the Central Government is designated as the appropriate government under the Building and Other Construction Workers Act. This means that federal authorities are responsible for the registration of the project, inspection of the site, and enforcement of safety and welfare regulations. This ensures that major public infrastructure projects follow a consistent national standard of protection for the workforce engaged in their execution across the country.

167. (D) Mines and work with explosives.
Hazardous processes are specific types of work that pose a high risk of injury or long-term health damage. Under child labour laws,

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that address specific regional industrial needs. This dual power ensures that there is a minimum national standard of protection while allowing states the flexibility to adapt their regulations to the particular economic conditions of their specific territories.

211. (C) A true but R is false.
The Factories Act does indeed require establishments to have effective arrangements for the disposal of wastes and effluents produced during manufacturing. However, the reason for this provision is primarily to protect the health and safety of the workers within the factory and to ensure a clean industrial environment. While it also prevents environmental damage in the vicinity, the Act's primary objective remains the protection of the industrial workforce from hazardous exposures and occupational health risks arising from their immediate work surroundings.

212. (D) The Inspector of Mines
Inspectors under the Mines Act are granted the authority to issue immediate directions if they apprehend an urgent danger to the health or safety of the workforce. This power allows them to stop operations or order specific safety measures without delay to prevent accidents. This is a critical preventative tool because mining environments can change rapidly, and waiting for standard administrative processes could lead to disasters. The inspector's technical judgment is vital for ensuring that immediate hazards are addressed quickly and effectively.

213. (C) Five
The threshold for the application of the Inter-state Migrant Workmen Act is deliberately set low to provide broad protection. The legislation applies to any contractor who recruits five or more migrant workers from another state. This ensures that even small-scale recruitment for relatively minor projects is brought under the regulatory oversight of the government. By including smaller groups of workers, the law aims to prevent the exploitation that often occurs in unorganized or less visible sectors where migrant labourers are frequently employed.

214. (B) The registration was obtained by misrepresentation or suppression of any material fact.
The registration of an establishment under the Contract Labour Act is a formal process that requires honest disclosure. If the registering officer finds that the certificate was obtained through misrepresentation or by hiding important information, they have the power to revoke it. This ensures that only legitimate establishments that meet the legal criteria are allowed to employ contract labour. Revocation is a significant penalty that prohibits the establishment from using outsourced workers, emphasizing the importance of transparency in industrial compliance.

215. (D) A building worker registered under the Act.
In the context of the Building and Other Construction Workers Act, a beneficiary is an individual building worker who has officially registered with the State Welfare Board. This status is essential because only registered beneficiaries are entitled to the social security and welfare benefits provided by the Board, such as pensions and insurance. The registration process identifies the specific individuals who are eligible for the fund's support, ensuring that the welfare resources are directed specifically to the active workforce in the construction sector.

216. (A) The Child Labour (Prohibition and Regulation) Act, 1986
The Child Labour Act explicitly lists beedi-making as a prohibited process for children due to the high health risks associated with tobacco handling and the exploitative conditions of the industry. This prohibition aims to protect children from respiratory diseases and chemical exposure that are common in such environments. By specifically naming these hazardous manufacturing activities, the law provides a clear and enforceable ban that prioritizes the physical well-being and developmental rights of minors over the demands of low-cost industrial production.

217. (C) Preamble, Fundamental Rights, and Directive Principles of State Policy
The Indian Constitution's commitment to social justice is integrated throughout its structure. The Preamble sets the goal of achieving social,

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faire represents a policy of non-intervention by the state in economic affairs. Finally, protective legislation establishes mandatory standards for health and safety in the workplace. These concepts collectively form the foundation of a modern and equitable industrial relations system across different nations.

204. (B) Fencing of machinery
Welfare provisions in factories are focused on the comfort and basic needs of the workers beyond their immediate physical safety. These include the mandatory provision of first-aid kits, shelters, rest-rooms, and crèches for the children of employees. In contrast, the fencing of machinery is strictly a safety requirement aimed at preventing physical accidents and injuries. While both are mandatory under the Factories Act, they serve different functional purposes: one addresses physical protection from machines, while the other addresses human well-being.

205. (C) The Mines Act, 1952
The Mines Rescue Rules are specialized regulations framed under the authority of the Mines Act to handle emergencies in hazardous mining environments. These rules govern the establishment and operation of rescue stations, the training of rescue teams, and the procedures to be followed during mining disasters. Given the high risks of collapses and gas leaks in mines, these rules are a vital component of the industry's safety framework. They ensure that specialized personnel and equipment are available for rapid response.

206. (A) Both Statement I and Statement II are true.
The Inter-state Migrant Workmen Act provides two critical economic protections for relocated labourers. First, it mandates that they must receive wages equal to local workers for similar work, preventing wage depression. Second, it requires the payment of a displacement allowance to compensate the worker for the initial hardship of leaving their home state. These mandatory payments ensure that migrant workers are treated fairly and are not financially disadvantaged by their recruitment to distant states for employment in various industrial sectors.

207. (A) All of the above.
A contractor's license is not a permanent right and can be revoked by the authorities for several reasons. If the license was obtained through misrepresentation or if the contractor fails to follow the mandatory conditions of the license, it may be cancelled. Additionally, convictions for offences under the Act provide clear grounds for revocation. These enforcement measures ensure that only responsible contractors who respect labour laws are permitted to operate, thereby protecting workers from potential exploitation by non-compliant intermediaries.

208. (B) The local authority or the State Government department.
The welfare cess for construction workers is collected as a percentage of the total construction cost by designated local authorities or state departments. These entities are responsible for gathering the funds and subsequently depositing them with the State Welfare Board. This centralized collection method ensures that all significant construction projects contribute to the welfare fund. The Board then manages these resources to provide social security benefits to registered workers, maintaining a sustainable and organized system for financing worker welfare.

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209. (B) ILO Convention 182 (Worst Forms of Child Labour)
The 2016 changes to Indian child labour laws aimed to align the country with the most rigorous international standards. ILO Convention No. 182 specifically addresses the elimination of the worst forms of child labour and is a core treaty for global child protection. By significantly strengthening prohibitions and penalties, India demonstrates its commitment to the international movement against exploitative child labour. This alignment helps in standardizing human rights protections and ensures that the nation's laws reflect global progress in child welfare.

210. (A) Both the Parliament and State Legislatures can make laws on it.
Placing labour on the Concurrent List is a significant constitutional choice that allows for shared legislative authority. It means that the national Parliament can pass uniform laws that apply across the country, while state legislatures can enact more localized laws or amendments

necessary to ensure that inspectors can effectively monitor workplaces and protect children from illegal employment. Ensuring that authorities have access to workplaces is essential for the enforcement of protective labour standards.

225. (B) The Factories Act, 1948.
The Factories Act applies based on the number of workers and the use of power in a manufacturing process. Since this establishment employs fifty workers and uses power, it far exceeds the statutory threshold of ten workers, making it subject to the full regulatory framework of the Act. This means the employer must comply with mandatory health, safety, and welfare provisions, regardless of the gender of the workers. This ensures that mechanized industrial units are properly monitored to protect the workforce from occupational risks.

226. (A) All of the above
Providing separate and hygienic latrine and urinal facilities for male and female workers is a fundamental hygiene and dignity requirement across multiple labour laws. The Factories Act, the Mines Act, and the Building and Other Construction Workers Act all mandate these provisions for every establishment they cover. These standards ensure that basic sanitation is maintained in the workplace, contributing to the health and comfort of the workforce. By making this a common requirement, the law promotes uniform standards of human dignity in diverse industrial settings.

227. (C) Imprisonment and fine
Contraventions of the Inter-state Migrant Workmen Act are treated as serious legal offences due to the vulnerability of the workers involved. Employers who fail to comply with the Act's provisions regarding recruitment and service conditions can face significant penalties, including both imprisonment and substantial fines. These rigorous punishments are intended to deter the exploitation of migrant workers and ensure that contractors and principal employers fulfill their legal obligations. Strong enforcement is essential for protecting the fundamental rights of labourers who are working away from their home states.

228. (A) Both Statement I and Statement II are true.
The Contract Labour Act aims to significantly improve the working conditions of outsourced workers through a dual strategy. First, it regulates their employment where it is permitted, ensuring they receive mandatory welfare facilities and fair treatment. Second, it provides for the total abolition of contract labour in specific core processes where its use is deemed exploitative. This balanced approach acknowledges the industrial need for some contract work while protecting workers from becoming a marginalized and unprotected class within the modern industrial and economic sectors.

229. (C) Fixing the minimum wages for construction workers.
The Building and Other Construction Workers' Welfare Board is primarily a social security provider. Its functions include paying pensions, providing maternity relief, and offering financial assistance for skill development and healthcare. However, the Board does not have the legal authority to fix minimum wages. Wage rates are determined by the appropriate government under the Minimum Wages Act. The Welfare Board's role is focused on the long-term well-being and social protection of workers rather than the direct regulation of their daily or monthly pay rates.

230. (B) Cognizable
Making the employment of a child a cognizable offence means that the police can make an arrest without a warrant and can start an investigation without prior court permission. This change, introduced in 2016, reflects the extreme seriousness with which the state views the exploitation of minors. By classifying these violations as cognizable, the law ensures a swifter and more effective response to reports of illegal child labour. It serves as a powerful deterrent and highlights the priority given to the protection of children's fundamental rights.

231. (D) International Labour Organisation (ILO)
The principle that labour is not a commodity is a fundamental pillar of the International Labour Organisation, famously reaffirmed in the Philadelphia Declaration. This concept means that human labour should not be treated merely as a factor of production or a tradable good. Instead, workers are entitled to dignity, fair treatment, and social protection as human beings. This core

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246. (B) Six months
The legal framework imposes strict penalties on employers who violate prohibitions against employing children. For a first-time offence, the law stipulates a mandatory minimum term of six months of imprisonment. This rigorous punishment reflects the state's commitment to eradicating child labour and ensuring that children remain in the educational system. Such deterrents are essential for protecting vulnerable minors and upholding fundamental rights regarding childhood and education. Repeated offences lead to even more severe consequences, emphasizing that child labour is a serious criminal act.

247. (D) Once a year
The International Labour Conference is the supreme policymaking body of the ILO and meets once a year in Geneva. This annual conference brings together representatives of governments, employers, and workers from all member states. It is during these sessions that international labour standards, in the form of conventions and recommendations, are debated and adopted. The annual meeting ensures regular global dialogue on work-related issues and allows the ILO to update its standards and policies in response to the changing global industrial and economic landscape.

248. (A) 1987
Following the catastrophic Bhopal Gas Tragedy, the Factories Act was significantly amended in 1987 to introduce specialized regulations for hazardous processes. This amendment created a new chapter that focuses on the safety and health aspects of industries involving dangerous chemicals and materials. It mandates the disclosure of information about hazards, requires disaster management plans, and provides for the participation of workers in safety committees. These stringent regulations were essential for preventing similar industrial disasters and ensuring the protection of workers and the public.

249. (C) Being a woman.
The Mines Act specifies several grounds for disqualification for members of safety committees, such as having a direct financial interest in the mine or being its manager. These rules are designed to prevent conflicts of interest and ensure the committee's independence. However, gender is not a disqualification, and women are legally eligible to serve on such committees. This ensures that all perspectives can be considered in matters of safety and health, reflecting modern principles of equality and representation within the hazardous mining industry's safety framework.

250. (A) Principal Employer
The principal employer holds the ultimate legal obligation to ensure that contract labourers receive their wages on time and have access to essential welfare facilities. If a contractor fails to fulfill these responsibilities within the prescribed period, the law mandates that the primary establishment must step in and make the payments. This provision prevents workers from suffering due to the contractor's default, ensuring that the establishment remains accountable for the fair treatment of everyone working on its premises, regardless of their immediate employer.

251. (B) Protecting workers from exploitation and enhancing their work conditions.
The overarching goal of labour laws is to safeguard employees from unfair practices and improve their overall welfare. By establishing protective frameworks, these statutes aim to create a safe work environment and ensure fair treatment. This intervention is necessary to balance the inherent power dynamics between employers and staff, fostering long-term industrial peace and social justice.

252. (A) create a more just distribution of economic gains between employers and employees.
Social equity serves as a foundational principle in labour legislation by addressing economic disparities. It focuses on ensuring that the profits generated through industrial activities are shared more fairly between capital and workforce. By promoting a balanced distribution of benefits, this principle helps reduce systemic inequalities and supports a more harmonious relationship within the manufacturing and service sectors.

253. (C) The directives and standards set by the International Labour Organisation.
International uniformity in labour standards is primarily driven by the active role of the

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justify the employment of children in prohibited or hazardous work environments.

239. (A) Laws to ensure a disciplined workforce for British employers.
In the initial period of its development, labour legislation in India was largely driven by the interests of colonial employers. The early laws were designed more to ensure a reliable and disciplined workforce for British-owned industries, such as tea plantations and textile mills, rather than protecting worker rights. These early statutes often included penal provisions to prevent workers from leaving their jobs. It was only later that the focus shifted towards social justice, health, safety, and the comprehensive welfare of the industrial workforce.

240. (A) (a), (b) and (d)
The legal status of an occupier is clearly defined to ensure direct accountability for a factory's operations. In partnerships, any of the partners can be designated as the occupier. For government factories, the person appointed to manage its affairs holds this role. The occupier is personally liable for any violations of safety or health laws. While they must have control over the establishment, the law does not require them to reside in the same city. This designation ensures there is a clear person responsible for worker protection.

241. (A) Both A and R are true and R is the correct explanation of A.
The Mines Act places a heavy responsibility on the manager because they are in actual day-to-day control of mining operations. The hazardous nature of mining requires constant and highly qualified supervision to prevent disasters. The manager is responsible for all aspects of control and safety, making their technical expertise and leadership critical. By emphasizing the manager's role, the law ensures that safety standards are not just rules on paper but are actively managed and enforced at the site by a qualified professional.

242. (A) Three years
To ensure that Labour Courts are presided over by individuals with significant legal expertise and judicial experience, the law sets strict qualification criteria. A person must have held the position of a District Judge or an Additional District Judge for at least three years, or have been a judge of a High Court, to be eligible for appointment. This ensures that industrial disputes are adjudicated by qualified professionals who can interpret complex labour statutes fairly. Such high judicial standards are essential for maintaining the integrity of industrial relations.

243. (C) The Central Government.
For industries that are considered strategically important to the national economy, such as oil fields, mines, and major ports, the Central Government is designated as the appropriate government. This means that federal authorities have the primary responsibility for enacting and enforcing labour laws in these specific sectors. This centralized oversight ensures that safety, health, and industrial relations standards are uniform and consistent across the country for these vital industries, regardless of the state in which the individual operations are physically located.

244. (D) A fine only
Registration is a mandatory administrative requirement for any principal employer who intends to hire contract labour. If an employer fails to register their establishment as required by law, they can be held liable and subjected to a monetary fine. This penalty emphasizes the importance of formal registration for maintaining government oversight of contract work. While it is a financial penalty, it serves as a necessary deterrent to ensure that all industrial establishments follow the legal procedures for employing outsourced and transient labour in the country.

245. (C) Payment of pension to a beneficiary after attaining the age of 60 years.
Social security benefits under the construction workers' legislation focus on long-term welfare and economic security. The provision of an old-age pension to registered beneficiaries who have completed sixty years is a prime example of such a benefit. This pension provides a vital financial safety net for workers in a sector where employment is often irregular and physically demanding. It is funded by the welfare cess and worker contributions, ensuring that individuals who have spent their lives in construction can maintain a basic standard of living in retirement.

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are often more significant than those found in standard factories.

279. (C) the employment of women and children in underground work.
To protect vulnerable groups from the extreme hazards of mining, the law explicitly prohibits certain types of employment. Specifically, women and children are barred from working in underground mines due to the high physical risks and dangerous conditions. This prohibition ensures that those most susceptible to harm are kept away from the most hazardous areas of the mining industry, upholding social justice standards.

280. (D) robust legal framework to protect mine workers from severe occupational hazards.
The overarching goal of the Mines Act is to provide comprehensive protection for a workforce engaged in a particularly dangerous sector. By establishing strict regulations for health, safety, and working hours, the law aims to mitigate the severe risks associated with extraction activities. This legal framework ensures that economic mineral production is balanced with the fundamental right of workers to a safe environment.

281. (A) To regulate the employment of migrant workers and protect them from exploitation.
The Inter-State Migrant Workmen Act of 1979 focuses on safeguarding labourers who move across state lines for work. These individuals are often highly vulnerable to unfair treatment by intermediaries. The legislation aims to regulate their recruitment and service conditions, ensuring they are not exploited. By providing a structured legal framework, the Act seeks to guarantee fair wages and decent treatment for migrant workers.

282. (B) contractors who recruit inter-state workers.
Accountability in the recruitment of migrant labour is maintained through a mandatory licensing system. Contractors who hire workers from one state for employment in another must obtain a license from the appropriate authorities. This requirement allows the government to monitor the activities of intermediaries and ensure they comply with the legal obligations concerning the welfare and protection of the workers they recruit.

283. (B) To compensate the worker for the costs associated with moving from their home state.
The displacement allowance is a unique financial benefit provided to inter-state migrant workers at the time of their recruitment. This payment is specifically intended to cover the expenses incurred by the labourer when moving from their native place to a new work location. By mandating this allowance, the law helps reduce the financial burden on workers who must travel long distances for employment.

284. (A) Five or more.
The Inter-State Migrant Workmen Act applies to establishments that utilize a small number of migrant labourers. Specifically, the law is triggered when five or more inter-state migrant workers are employed. This low threshold ensures that even relatively small operations are subject to regulation, extending legal protection to a wider range of vulnerable workers who might otherwise be subject to exploitation.

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285. (C) residential accommodation, medical facilities, and protective clothing.
Employers and contractors involved with inter-state migrant labour have specific legal duties regarding worker welfare. They are required to provide essential amenities such as suitable housing, access to medical care, and appropriate protective clothing. These obligations ensure that migrant workers, who are away from their home support systems, have access to basic necessities and a safe living and working environment.

286. (D) To regulate its employment in some cases and provide for its abolition in others.
The Contract Labour Act of 1970 follows a two-pronged strategy regarding the use of intermediaries in the workforce. It seeks to regulate the working conditions of contract labour where its use is permissible. At the same time, it provides a mechanism for the complete abolition of contract labour in specific industrial processes where the work is considered core or perennial in nature.

287. (C) perennial in nature and can be done by regular employees.

International Labour Organisation. This agency creates conventions and recommendations that guide member nations toward global benchmarks. By aligning national laws with these international standards, countries promote fair competition and uphold fundamental human rights. This process ensures a consistent level of protection for workers across different jurisdictions.

254. (D) a non-interventionist colonial policy to a post-independence welfare framework.
The historical development of Indian labour laws reflects a significant paradigm shift after gaining independence. During the colonial period, the state followed a laissez-faire approach, largely staying out of industrial relations. Post-independence, the government adopted an interventionist model focused on social welfare. This transition was designed to protect vulnerable workers and align national legislation with constitutional mandates and social justice.

255. (C) dynamic policy instrument balancing multiple stakeholder interests.
Labour legislation functions as a flexible and evolving tool that responds to changing social and economic needs. It does not remain static but adapts to maintain a balance between the needs of workers, employers, and the state. By addressing the diverse interests of these groups, it serves as a crucial instrument for implementing social policy and ensuring industrial stability.

256. (B) Protective legislation
Protective legislation focuses on establishing essential minimum standards to ensure the physical well-being of workers. These laws specifically address health and safety concerns within various work environments. By prescribing regulations for ventilation, sanitation, and safety precautions, they aim to prevent accidents and occupational diseases. This category of law is fundamental for maintaining a safe and healthy environment for the workforce.

257. (D) a law exemplifying protective legislation.
The Factories Act of 1948 is a primary example of protective legislation in India. It consolidates rules meant to safeguard worker health, safety, and general welfare within manufacturing units. The statute prescribes detailed operational norms, such as machinery fencing and ventilation requirements, to minimize workplace risks. Its core objective is to ensure that factory environments meet specific standards to protect human life.

258. (A) Governing the employer-employee relationship and industrial disputes.
Regulative legislation provides a legal framework for managing the interactions between management and the workforce. It primarily addresses the mechanisms for collective bargaining, the formation of trade unions, and the resolution of industrial conflicts. By defining the rights and duties of both parties, these laws aim to foster orderly relations and prevent disruptions to production through structured dispute settlement processes.

259. (C) Social security legislation
Social security laws are designed to provide financial and medical protection to workers against specific life contingencies. These statutes offer a safety net for situations such as illness, maternity, disability due to employment injury, and old age. By ensuring that workers have access to support during these vulnerable times, this legislation promotes economic stability and provides a sense of social justice.

260. (A) progressive widening of scope from protection to include welfare and social security.
The development of labour laws in India shows a clear trajectory of expanding scope and complexity. Initially focusing on basic protective measures for health and safety, the legal framework has evolved to include comprehensive social security and welfare provisions. This progression reflects a deepening national commitment to ensuring social justice and enhancing the overall quality of life for the industrial population.

261. (D) Lasting peace is fundamentally linked to the existence of social justice.
The International Labour Organisation is built upon the core belief that global stability depends on fair treatment for workers. This principle suggests that universal peace cannot be sustained without addressing social inequalities and ensuring justice in the workplace. By promoting decent work and labour rights, the organization

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belief guides the ILO in creating international standards that prioritize social justice and human rights over purely economic or market-driven considerations in global industry.

232. (A) 15
To ensure that the government has sufficient time to verify a factory's compliance before it starts operations, the law requires advance notification. The occupier must send a written notice of occupation to the Chief Inspector at least fifteen days before they begin using the premises as a factory. This notice includes details about the manufacturing process and the manager. This administrative step is essential for establishing regulatory oversight and ensuring that new industrial units meet health and safety standards from the very beginning of their work.

233. (C) The Factories Act, 1948
The provision for one first-aid box for every one hundred fifty workers is a mandatory health and safety requirement under the Factories Act. This standard ensures that in case of minor injuries or medical emergencies, immediate aid is available at the workplace. The requirement scales with the size of the workforce, ensuring that larger factories have multiple first-aid points. This is a critical preventative measure for managing occupational health and safety and minimizing the impact of physical accidents in the demanding environment of manufacturing.

234. (A) Telephone, telegram or fax
In the event of a fatal accident in a mine, the manager is required to notify the relevant authorities using the fastest possible means of communication. This include telephone, telegram, or fax, ensuring that the government is informed immediately. Rapid notification allows for an urgent investigation by the inspectorate, which is essential for determining the cause of the disaster and ensuring that other workers are not at risk. Such immediate communication protocols are vital for safety management in the hazardous mining industry.

235. (D) provide a record of his employment details, wages, and deductions.
The pass-book issued to inter-state migrant workmen is a critical tool for ensuring transparency and protecting worker rights. It serves as a formal record of their employment, including the number of days worked, the wages earned, and any deductions made. By having this information in their possession, workers can verify their payments and hold contractors accountable for fair treatment. This document is especially important for migrant labourers who may be unfamiliar with local laws and need a tangible record of their work conditions and service.

236. (A) P-3, Q-4, R-2, S-1
Enforcement of different labour laws is handled by specialized inspectorates suited to each sector. The Factories Act is overseen by factory inspectors, while the Mines Act relies on mines inspectors for safety monitoring. The Contract Labour Act uses general government inspectors to verify welfare facilities and records. The Building and Other Construction Workers Act designates specific act inspectors for site oversight. These specialized roles ensure that the authorities possess the necessary technical knowledge to effectively monitor and enforce compliance within their specific industrial domains.

237. (C) One month
A temporary certificate of registration can be granted to construction establishments that are set up for projects of very short duration. This certificate is valid for a maximum period of one month from the date of issue. This allows even short-term projects to be legally recognized and subject to basic safety and welfare oversight. It ensures that the workforce on brief construction assignments is not excluded from the protections and standards provided by the Act, maintaining a comprehensive regulatory framework for all building activities.

238. (D) All of the above
The Child Labour Act is designed to provide a comprehensive and overriding legal framework for the protection of minors. Its provisions regarding the prohibition of child employment take precedence over any other existing statutes, such as the Factories Act, the Mines Act, or the Plantations Labour Act. This ensures that the standards for child protection are consistent across all sectors of the economy and that no industry can use older or less restrictive laws to

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270. (D) an actively guiding and directing force mandating the state to legislate for worker protection.
The Indian Constitution plays a proactive role in shaping the legal landscape for workers. It does not merely permit the state to act but explicitly directs the government to enact laws for labour welfare and protection. This active mandate ensures that social justice remains a central theme in legislation, requiring the state to balance industrial growth with the rights of workers.

271. (C) Ten or more workers.
The applicability of the Factories Act of 1948 is determined by the size of the workforce and the use of mechanical power. For manufacturing processes that utilize power, the Act becomes mandatory when ten or more workers are employed. This specific threshold ensures that smaller mechanized units are still subject to safety and health regulations, protecting a significant portion of industrial workers.

272. (B) Provision of overtime wages.
While the Factories Act covers various aspects of industrial life, it distinguishes between health, safety, welfare, and working hour provisions. Health regulations specifically focus on environmental factors like cleanliness, ventilation, and waste disposal to prevent illness. Overtime wages, however, relate to the regulation of working hours and compensation. Therefore, wage-related rules are categorized separately from the physical health requirements mandated by the statute.

273. (D) Establishment of canteens and crèches.
Welfare measures in the Factories Act are designed to improve the quality of life and provide comfort to employees. Examples include the mandatory provision of canteens, crèches, washing facilities, and first-aid kits. These amenities go beyond basic safety and health standards by addressing the daily needs of the workforce. Such requirements ensure a more supportive and humane environment for individuals working in factories.

274. (A) The 'occupier' of the factory.
Legal compliance under the Factories Act is the primary duty of the individual designated as the occupier. This person holds ultimate control over the affairs of the factory and is held accountable for ensuring that all health, safety, and welfare standards are met. By placing this responsibility on the occupier, the law ensures there is a clear point of accountability for management.

275. (C) regulate labour by ensuring safety, health, and welfare standards.
The Factories Act of 1948 serves as a comprehensive regulatory framework for manufacturing units in India. Its central objective is to standardize the conditions under which industrial labour is performed, specifically focusing on safety, health, and welfare. By mandating these standards, the Act seeks to minimize workplace hazards and ensure that industrial production does not come at the cost of human health.

276. (A) unique and hazardous conditions of mining operations.
The Mines Act of 1952 is specifically designed to address the high-risk nature of the mining industry. Mining involves unique dangers, such as underground collapses and gas explosions, which require specialized legal protections. This statute adapts general health and safety principles to fit the specific needs of workers in coal, metalliferous, and oil mines, ensuring a robust framework for occupational safety.

277. (D) Silicosis and pneumoconiosis.
Health provisions in the mining sector focus on preventing occupational diseases caused by the inhalation of dust and mineral particles. Diseases such as silicosis and pneumoconiosis are major risks for individuals working in underground and opencast mines. The legislation mandates specific measures to monitor air quality and provide medical care to protect workers from these chronic and potentially fatal respiratory conditions.

278. (B) stringent provisions adapted to risks like gas explosions and underground work.
The Mines Act is distinguished from other industrial laws by its focus on the severe hazards of underground work. It includes highly stringent safety regulations concerning shaft management, haulage ways, and the prevention of explosions from coal dust or inflammable gases. These detailed requirements reflect the inherent dangers of the mining environment, which

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aims to eliminate the social unrest that often arises from exploitation and systemic poverty.

262. (B) Governments, employers, and workers.
The unique tripartite structure of the International Labour Organisation involves the active participation of three distinct groups. Representatives from national governments, employer organizations, and worker associations collaborate to develop international labour standards. This inclusive approach ensures that the policies and conventions adopted reflect a broad consensus. It allows all key stakeholders in the global economy to contribute to shaping the future of work.

263. (C) Conventions are legally binding international treaties upon ratification, whereas Recommendations are non-binding guidelines.
International labour standards are categorized into two types based on their legal weight. Conventions function as formal treaties that impose legal obligations on member states once ratified. In contrast, Recommendations provide non-binding guidance and detailed advice on implementing labour policies. While Recommendations lack the legal force of ratified Conventions, they still serve as important international benchmarks for desirable practices.

264. (D) It is obligated to implement the Convention's provisions in its national law.
When a member state ratifies an international labour convention, it enters into a formal commitment to align its domestic laws with those standards. This process requires the country to ensure its national legislation and industrial practices comply with the convention's requirements. Ratification transforms the international agreement into a binding legal duty, holding the government accountable for maintaining the agreed-upon labour standards.

265. (A) a moral guide and a benchmark for good practice.
International labour standards exert influence even in countries where they have not been formally ratified. They act as a moral compass for policy-makers and provide a global benchmark for desirable industrial relations. By serving as a reference point for best practices, these standards help guide national legislative reforms and encourage countries to improve their treatment of the workforce over time.

266. (B) The entire constitutional framework, particularly the Preamble, Fundamental Rights, and DPSP.
The Indian Constitution provides the foundational legal and ethical basis for all labour-related statutes in the country. Key components like the Preamble, Fundamental Rights, and Directive Principles of State Policy collectively define the state's responsibilities toward workers. This framework ensures that all labour laws align with the national goals of social justice and equity, making the constitution a guiding beacon.

267. (B) social, economic, and political justice.
The Preamble of the Indian Constitution outlines the fundamental aspiration to secure comprehensive justice for all citizens. This commitment specifically includes social, economic, and political dimensions, which directly support the creation of labour legislation. By prioritizing these forms of justice, the Preamble mandates a legal environment where workers are protected from exploitation and provided with fair opportunities for economic advancement.

268. (A) Fundamental Rights are justiciable, whereas DPSP are non-justiciable policy goals.
A critical distinction exists within the Indian Constitution regarding the enforceability of various provisions. Fundamental Rights are justiciable, meaning they can be legally enforced through courts if violated. Conversely, Directive Principles of State Policy serve as non-justiciable goals that guide government law-making. Despite their lack of direct legal enforceability, the Directive Principles are considered fundamental to the governance and legislative direction.

269. (C) Directive Principles of State Policy.
The objective of securing a living wage and decent working conditions is enshrined within the Directive Principles of State Policy. These principles act as instructions to the state to formulate laws that ensure a basic standard of life for the workforce. By including this directive, the constitution highlights the importance of fair compensation and human dignity as core goals for national development.

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The law allows for the prohibition of contract labour in situations where the tasks are a continuous and integral part of the business. If the work is perennial and typically performed by permanent staff, the government may step in to abolish the use of contractors. This provision prevents employers from using contract labour to avoid the legal obligations associated with employing regular, full-time workers.

288. (B) The appropriate government, after consulting an advisory board.
The authority to ban contract labour in any specific industrial operation rests with the relevant government body. Before making this decision, the government must consult with a Central or State Advisory Board. This consultative process ensures that the decision is based on a thorough evaluation of factors such as the nature of the work and the number of workers affected by the proposed change.

289. (D) ensuring the provision of welfare amenities and wages by the contractor.
Under the Contract Labour Act, the principal employer remains ultimately responsible for the well-being of the workers, even if they are hired through a contractor. The law mandates that the principal employer must ensure contractors provide basic amenities like canteens and rest-rooms. Additionally, the principal employer is responsible for ensuring that workers receive their wages on time, providing a safety net against contractor default.

290. (A) twenty or more workmen.
The legal requirements of the Contract Labour Act are applicable to establishments or contractors that employ twenty or more workmen. This threshold defines the scope of the legislation, ensuring that larger-scale operations using contract labour are subject to mandatory registration and licensing. By setting this limit, the law focuses its regulatory efforts on areas where significant numbers of contract workers are employed.

291. (C) To address the precarious and vulnerable conditions of construction workers.
Construction workers often face highly uncertain employment and dangerous working conditions. Because their work is temporary and they lack a permanent workplace, they are considered a highly vulnerable group within the unorganised sector. The Building and Other Construction Workers Act of 1996 was enacted specifically to address these issues by providing a legal framework for their safety, health, and welfare.

292. (A) State Welfare Boards to administer a welfare fund.
A central feature of the legislation for construction workers is the creation of specialized administrative bodies at the state level. These State Welfare Boards are tasked with managing a dedicated fund intended for worker benefits. This system provides a structured way to deliver social security to a mobile workforce, ensuring that benefits are available even though the workers move between different construction sites.

293. (D) Through a cess levied on the cost of construction incurred by employers.
The welfare fund for construction workers is primarily financed through a specialized tax known as a cess. This levy is calculated based on the total cost of construction incurred by the employer. By collecting this cess, the government ensures a steady stream of revenue to support social security measures, placing the financial responsibility for worker welfare on the employers in the industry.

294. (B) Pensions, accident assistance, and educational aid for children.
The welfare fund established for construction labourers provides a variety of essential social security benefits. These include financial assistance in the event of workplace accidents, pension schemes for older workers, and educational support for their children. By offering these benefits, the legislation aims to create a safety net that protects unorganised workers from poverty and supports the long-term well-being of their families.

295. (C) on-site safety and health standards.
To mitigate the high risks inherent in building activities, the Act includes detailed regulations for physical safety at construction sites. These provisions set standards for scaffolding, excavation, and the prevention of falls from heights. By mandating these on-site safety and health measures, the legislation provides a

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protective framework that aims to reduce the high rate of accidents and injuries in the construction sector.

296. (D) Prohibiting employment in hazardous occupations and regulating it in non-hazardous ones.
The Child Labour Act of 1986 implements a two-part strategy to address the employment of young people. It strictly forbids children from working in specifically identified hazardous occupations, such as manufacturing explosives or railway work. For other types of work that are not deemed hazardous, the law allows employment but regulates the conditions, including hours of work and mandatory weekly rest periods.

297. (A) fourteen years.
For the purposes of regulating employment, the law defines a "child" as any individual who has not yet reached the age of fourteen. This age limit is consistent across various Indian labour statutes and serves as the threshold for determining applicability. By setting this clear definition, the Act establishes exactly who is entitled to protection from exploitative labour practices.

298. (B) To advise the government on adding occupations to the list of prohibited employments.
The Child Labour Technical Advisory Committee plays a vital role in keeping the legislation updated with industrial changes. This body is responsible for evaluating different types of work and advising the central government on whether they should be added to the list of prohibited hazardous occupations. This mechanism ensures that the law remains responsive to new risks that may emerge in various industries.

299. (B) The number of working hours and provision of weekly holidays.
In industries where child labour is not prohibited, the law focuses on ensuring that the work does not interfere with the child's well-being. It imposes strict regulations on the duration of the work day and the total number of hours a child can work. Additionally, the Act mandates that children must be provided with weekly holidays, preventing overwork and ensuring time for rest.

300. (A) a pragmatic approach to eliminate exploitative child labour while regulating other forms.
The overall strategy of the Child Labour Act is often viewed as a pragmatic compromise. Rather than an immediate and total ban on all forms of work for those under fourteen, it focuses on eliminating child labour in dangerous environments. By combining prohibition in hazardous areas with regulation in others, the law seeks to reduce exploitation while addressing the socio-economic realities of the country.

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CHAPTER 08
Wages

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1. Which of the following best defines the concept of 'wages' in the context of industrial relations?
(A) The total profit shared by the company with its employees annually.
(B) The total monetary and non-monetary benefits paid for services rendered.
(C) The statutory amount fixed by the government for unskilled labor only.
(D) The voluntary payment made by the employer solely out of goodwill.

2. Under a 'time wage' system, remuneration is primarily based on which factor?
(A) The amount of time the worker has spent at the workplace.
(B) The quantity of output produced by the worker.
(C) The profits earned by the organization during the wage period.
(D) The skill level of the worker, irrespective of time or output.

3. Which of the following is an INCORRECT statement regarding the 'piece wage' system?
(A) It directly links earnings to employee productivity.
(B) It can be difficult to apply in jobs where output is not easily measurable.
(C) It guarantees a stable and fixed income for the employee.
(D) It may encourage workers to prioritize quantity over quality.

4. Read the given statements and select the correct option.
Statement I : Wage differentials refer to the differences in wages between workers with different abilities and skills.
Statement II : Wage differentials can exist between occupations, industries, and geographical regions.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

5. Among the following, which factor is considered an internal factor influencing the wage structure of a company?
(A) The prevailing wage rates in the industry.
(B) The bargaining power of trade unions.
(C) The employer's ability to pay.
(D) The cost of living in the region.

6. The 'Subsistence Theory of Wages' is primarily associated with which economist?
(A) Adam Smith
(B) David Ricardo
(C) John Maynard Keynes
(D) Karl Marx

7. The Minimum Wages Act, 1948, applies to the employment specified in which part of the Act?
(A) The Preamble
(B) The Appendix
(C) The Annexure
(D) The Schedule

8. Which of the following is NOT a type of wage as commonly classified in wage systems?
(A) Shadow Wage
(B) Time Wage
(C) Piece Wage
(D) Task Wage

9. The Payment of Wages Act, 1936, primarily aims to regulate what aspect of wages?
(A) The fixation of minimum rates of wages.
(B) The provision of a profit-linked bonus.
(C) The timely payment of wages and prevention of unauthorized deductions.
(D) The guarantee of equal pay for all genders.

27. Match the following items in List I with those in List II.
List I: (Concept)
P. Minimum Wage
Q. Fair Wage
R. Living Wage
S. Real Wage
List II: (Description)
1. A wage that provides for a certain level of comfort and efficiency for the worker and their family.
2. The purchasing power of wages.
3. A wage that is above the minimum wage but below the living wage, considering the firm's capacity to pay.
4. The statutory floor level of wages, ensuring bare subsistence.

Codes:
(A) P-4, Q-3, R-1, S-2
(B) P-3, Q-4, R-2, S-1
(C) P-4, Q-1, R-3, S-2
(D) P-2, Q-3, R-1, S-4

28. Read the given statements and select the correct option.
Statement I : The Minimum Wages Act, 1948, empowers the appropriate government to fix hours of work for a normal working day.
Statement II : The Act mandates that any worker who works beyond the normal working day must be paid overtime at double the ordinary rate of wages.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

29. Which of the following is an INCORRECT pair?
(A) Payment of Bonus Act, 1965 : Allocable Surplus
(B) Equal Remuneration Act, 1976 : Same work or work of a similar nature
(C) Minimum Wages Act, 1948 : Payment in kind for all industries
(D) Payment of Gratuity Act, 1972 : Disqualification for gratuity

30. The "appropriate Government" under the Minimum Wages Act, 1948, can be:
(A) Only the Central Government
(B) Only the State Government
(C) The Local Municipal Authority
(D) The Central Government or the State Government depending on the employment

31. Consider the following statements about wage differentials:
1. Inter-industry wage differentials refer to differences in average wages among different industries.
2. Occupational wage differentials are differences in wages for different occupations in the same industry.
3. Personal wage differentials are based on individual characteristics like age and skill.
4. Geographical wage differentials are illegal in India.

Which of the above statements are correct?
(A) 1, 2, and 3
(B) 1, 2, and 4
(C) 2, 3, and 4
(D) 1, 3, and 4

32. The process of adding new employments to the Schedule of the Minimum Wages Act, 1948, is a power vested with whom?
(A) The Parliament of India
(B) The appropriate Government
(C) The Supreme Court of India
(D) The Chief Labour Commissioner

33. Which theory of wages emphasizes the role of negotiations and the relative strength of trade unions and employers' associations in wage determination?
(A) Subsistence Theory of Wages
(B) Bargaining Theory of Wages
(C) Residual Claimant Theory
(D) Wage Fund Theory

34. Under the Payment of Wages Act, 1936, which of the following is NOT a permissible deduction from wages?
(A) Deduction for contribution to a political fund
(B) Fines
(C) Deductions for absence from duty
(D) Deduction for recovery of losses due to

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18. Under the Employees' Provident Fund and Miscellaneous Provisions Act, 1952, which of the following schemes is NOT provided?
(A) The Employees' Unemployment Insurance Scheme
(B) The Employees' Provident Funds Scheme
(C) The Employees' Pension Scheme
(D) The Employees' Deposit-Linked Insurance Scheme

19. The Payment of Wages Act, 1936, specifies the maximum wage period for which wages must be paid. What is this period?
(A) One week
(B) Fifteen days
(C) One month
(D) Two months

20. Arrange the following Acts in the chronological order of their enactment.
1. The Payment of Bonus Act, 1965
2. The Payment of Wages Act, 1936
3. The Minimum Wages Act, 1948
4. The Equal Remuneration Act, 1976

Select the correct sequence:
(A) 3, 2, 1, 4
(B) 2, 1, 3, 4
(C) 1, 2, 3, 4
(D) 2, 3, 1, 4

21. The concept of 'same work or work of a similar nature' is a cornerstone of which Act?
(A) The Minimum Wages Act, 1948
(B) The Payment of Bonus Act, 1965
(C) The Equal Remuneration Act, 1976
(D) The Payment of Wages Act, 1936

22. Based on the Assertion (A) and Reason (R) given below, choose the correct option.
Assertion (A) : The Payment of Gratuity Act, 1972, is a social security measure.
Reason (R) : It provides for a terminal benefit to employees in recognition of their long and continuous service to the organization.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

23. Under the Payment of Bonus Act, 1965, the minimum bonus payable to an employee, regardless of whether the employer has an allocable surplus, is what percentage of the salary or wage?
(A) 10.00%
(B) 20.00%
(C) 5.00%
(D) 8.33%

24. Consider the following statements about the Employees' Provident Fund and Miscellaneous Provisions Act, 1952:
1. It is applicable to every establishment which is a factory engaged in any industry specified in Schedule I.
2. The Act aims to provide a lump-sum unemployment benefit.
3. Both the employee and the employer contribute to the fund.
4. The Act is administered by the Central Board of Trustees.
5. It only applies to establishments employing 100 or more persons.

Which of the above statement(s) is/are correct?
(A) 1, 3, and 4
(B) 1, 2, and 4
(C) 2, 3, and 5
(D) 1, 3, and 5

25. An employer fines an employee 10% of his monthly wages for damaging property. The employee earns Rs. 20,000 per month. Which Act's provisions would primarily govern the validity of this deduction?
(A) The Minimum Wages Act, 1948
(B) The Payment of Bonus Act, 1965
(C) The Payment of Wages Act, 1936
(D) The Employees' Provident Fund and Miscellaneous Provisions Act, 1952

26. Which wage theory suggests that wages tend to stabilize at a level just sufficient for the worker to maintain subsistence and perpetuate the labor supply?
(A) Subsistence Theory
(B) Marginal Productivity Theory
(C) Wage Fund Theory
(D) Bargaining Theory of Wages

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61. Which of the following statements about 'real wage' is correct?
(A) It is the wage paid in cash to the worker.
(B) It refers to the wage rate fixed by the government.
(C) It represents the purchasing power of the nominal wage.
(D) It is the total earnings including bonus and overtime.

62. The concept of a 'tripartite' body is central to the administration of which Act?
(A) The Equal Remuneration Act, 1976
(B) The Payment of Wages Act, 1936
(C) The Payment of Gratuity Act, 1972
(D) The Employees' Provident Fund and Miscellaneous Provisions Act, 1952

63. Which of the following is a key reason for the existence of inter-industry wage differentials?
(A) Differences in the degree of unionization across industries.
(B) Uniform labor laws applicable to all industries.
(C) Perfect mobility of labor between industries.
(D) Identical skill requirements across all industries.

64. Match the following items in List I with those in List II.
List I: (Disqualification/Forfeiture)
P. Forfeiture of Gratuity
Q. Disqualification from Bonus
R. Deduction from Wages for damage
S. Non-payment of minimum wage claim
List II: (Grounds/Act)
1. Employee dismissed from service for fraud
2. Termination for riotous conduct causing loss to property
3. Not applicable, minimum wage is a mandatory payment
4. Neglect or default of the employee causing loss
Codes:
(A) P-1, Q-2, R-3, S-4
(B) P-2, Q-1, R-4, S-3
(C) P-4, Q-3, R-1, S-2
(D) P-2, Q-4, R-1, S-3

65. Read the given statements and select the correct option.
Statement I : The Payment of Wages Act, 1936, is applicable to all employees without any wage ceiling.
Statement II : The Act mandates that wages must be paid only in current coins or currency notes.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

66. A complaint regarding the violation of the Equal Remuneration Act, 1976, can be filed before whom?
(A) The appropriate government or an officer authorized by it
(B) The Authority under the Payment of Wages Act
(C) The EPF Commissioner
(D) The Civil Court

67. Consider the following provisions related to various labor laws:
1. Fixation of minimum wages for scheduled employments.
2. Payment of a retirement benefit for long service.
3. Prohibition of gender discrimination in remuneration.
4. Regulation of wage payment timeliness and deductions.
5. Provision of a statutory bonus based on profits/productivity.
Which combination of provisions correctly represents the core objectives of the Minimum Wages Act, Payment of Gratuity Act, and Equal Remuneration Act respectively?
(A) 4, 5, and 1
(B) 5, 2, and 4
(C) 1, 2, and 3
(D) 1, 3, and 2

68. Gratuity payable to an employee can be forfeited if the employee's services have been terminated due to:
(A) Prolonged illness
(B) Retrenchment by the employer

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35. Based on the Assertion (A) and Reason (R) given below, choose the correct option.
Assertion (A) : The Payment of Bonus Act, 1965, provides for a maximum limit on the bonus payable in a year.
Reason (R) : This is to ensure that the payment of bonus does not excessively erode the financial stability of the establishment.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

36. An employee is considered to be in 'continuous service' for the purpose of the Payment of Gratuity Act, 1972, even if there are interruptions in service due to:
(A) Participation in an illegal strike
(B) Resignation followed by re-employment after a year
(C) Willful insubordination
(D) Sickness, accident, or leave with wages

37. The Central Board of Trustees, which administers the Employees' Provident Fund, is a:
(A) Bipartite body with only employer and employee representatives.
(B) Unicameral body with only government representatives.
(C) Tripartite body with representatives of government, employers, and employees.
(D) Judicial body headed by a retired judge.

38. The Equal Remuneration Act, 1976, requires employers to maintain which of the following?
(A) A list of hazardous occupations
(B) A register of wages paid to workers
(C) A register of bonus computations
(D) A list of trade union members

39. Consider the following statements regarding the Payment of Bonus Act, 1965:
1. It applies to every factory and every other establishment employing 20 or more persons.
2. Employees drawing a salary or wage up to a certain limit are eligible for a bonus.
3. The bonus must be paid in cash.
4. The bonus is payable only if the company makes a profit.
5. An employee dismissed for fraud is not eligible for a bonus.

Which of the above statements are correct?
(A) 1, 2, 4, and 5
(B) 2, 3, 4, and 5
(C) 1, 3, 4, and 5
(D) 1, 2, 3, and 5

40. An employee has not been paid wages for the last three months. To which authority can a claim be made under the Payment of Wages Act, 1936?
(A) The Authority appointed under the Payment of Wages Act
(B) The Authority appointed under the Minimum Wages Act
(C) The Employees' Provident Fund Commissioner
(D) The Advisory Board under the Equal Remuneration Act

41. Which of the following best describes 'wage differentials'?
(A) The difference between gross wage and net wage.
(B) The annual increment in an employee's salary.
(C) The variation in wages received by different groups of workers.
(D) The statutory gap between minimum wage and living wage.

42. Arrange the following wage concepts in ascending order of their value or standard of living they provide.
1. Fair Wage
2. Living Wage
3. Minimum Wage

Select the correct sequence:
(A) 3, 1, 2
(B) 1, 3, 2
(C) 3, 2, 1
(D) 2, 1, 3

43. Which of the following is NOT a factor considered by the appropriate government

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when fixing/revising minimum wages under the Minimum Wages Act, 1948?
(A) The advice of committees and sub-committees.
(B) The cost of living index.
(C) Representations received from the public.
(D) The employer's capacity to pay.

44. The provision of 'set on' and 'set off' of allocable surplus is a feature of which Act?
(A) The Payment of Gratuity Act, 1972
(B) The Payment of Bonus Act, 1965
(C) The Employees' Provident Fund and Miscellaneous Provisions Act, 1952
(D) The Minimum Wages Act, 1948

45. Match the following items in List I with those in List II.
List I: (Term)
P. Scheduled Employment
Q. Continuous Service
R. Allocable Surplus
S. Remuneration
List II: (Associated Act)
1. The Payment of Gratuity Act, 1972
2. The Payment of Bonus Act, 1965
3. The Equal Remuneration Act, 1976
4. The Minimum Wages Act, 1948
Codes:
(A) P-1, Q-2, R-3, S-4
(B) P-4, Q-1, R-2, S-3
(C) P-4, Q-2, R-1, S-3
(D) P-3, Q-1, R-4, S-2

46. What is the maximum percentage of wages that can be deducted as fines from an employee in any wage period under the Payment of Wages Act, 1936?
(A) 5%
(B) 10%
(C) 1%
(D) 3%

47. The 'Wage Fund Theory' of wages, attributed to J.S. Mill, suggests that the average wage level is determined by:
(A) The total capital available for paying wages (the wage fund) divided by the number of workers.
(B) The marginal productivity of the last worker employed.
(C) The minimum amount required for a worker's subsistence.
(D) The relative bargaining power of employers and employees.

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48. Read the given statements and select the correct option.
Statement I : The Payment of Gratuity Act, 1972, provides for forfeiture of gratuity in cases of termination for riotous or disorderly conduct.
Statement II : The forfeiture of gratuity can be partial or whole, depending on the nature of the misconduct.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

49. An organization, 'Xylo Ltd.', has a policy of paying its female managers 10% less than its male managers, even though they perform the same duties and hold the same responsibilities. This practice directly contravenes the provisions of which Act?
(A) The Payment of Bonus Act, 1965
(B) The Equal Remuneration Act, 1976
(C) The Minimum Wages Act, 1948
(D) The Payment of Wages Act, 1936

50. The Employees' Deposit-Linked Insurance Scheme, 1976, under the EPF & MP Act, 1952, provides what benefit?
(A) An assurance benefit to the legal heir in case of the employee's death during service.
(B) A pension to the employee upon retirement.
(C) A lump-sum payment to the employee for medical emergencies.
(D) A housing loan to the employee at a subsidized interest rate.

51. Consider the following factors influencing wages:
1. Firm's ability to pay
2. Cost of living
3. Prevailing wage rates
4. Productivity of labor
5. Bargaining power of trade unions

Which of the above statements are correct regarding factors external to the firm?
(A) 1, 2, and 4
(B) 1, 4, and 5
(C) 2, 3, and 5
(D) 2, 3, and 4

52. The term 'wages' under the Payment of Wages Act, 1936, includes all remuneration expressed in terms of money, but it does NOT include:
(A) Any remuneration payable under any award or settlement.
(B) Any sum payable for overtime work.
(C) Any dearness allowance.
(D) Any gratuity payable on the termination of employment.

53. Based on the Assertion (A) and Reason (R) given below, choose the correct option.
Assertion (A) : The Minimum Wages Act, 1948, is designed to prevent the exploitation of labor in sweated industries.
Reason (R) : It statutorily fixes minimum wage rates for scheduled employments where worker bargaining power is typically low.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

54. The responsibility for the administration of the Equal Remuneration Act, 1976, lies with:
(A) The Employees' State Insurance Corporation
(B) The appropriate Government
(C) The Central Board of Trustees of the EPF
(D) The National Human Rights Commission

55. For the purpose of the Payment of Gratuity Act, 1972, how is the daily wage calculated for a monthly rated employee?
(A) The monthly rate of wages divided by 30.
(B) The monthly rate of wages divided by the actual number of days in the month.
(C) The monthly rate of wages divided by 22.
(D) The monthly rate of wages divided by 26.

56. Consider the following statements regarding the methods of fixing minimum wages under the Minimum Wages Act, 1948:
1. The 'Committee Method' involves appointing committees and sub-committees to hold inquiries and advise the government.
2. The 'Notification Method' involves publishing proposals in the official gazette and considering representations.
3. The government must use both methods simultaneously for fixing wages.
4. Once fixed, the wages cannot be revised for at least ten years.

Which of the above statements are correct?
(A) 1 and 2
(B) 1 and 3
(C) 2 and 4
(D) 3 and 4

57. A 'deferred wage' is a concept often used to describe which of the following?
(A) Overtime pay
(B) Minimum wage
(C) Bonus
(D) Daily allowance

58. The 'Residual Claimant Theory of Wages' was propounded by:
(A) Francis A. Walker
(B) Adam Smith
(C) J. S. Mill
(D) David Ricardo

59. The maximum bonus payable to an employee in an accounting year under the Payment of Bonus Act, 1965, is what percentage of the salary or wage?
(A) 10%
(B) 15%
(C) 25%
(D) 20%

60. Arrange the following events related to the EPF & MP Act, 1952, in chronological order of their introduction.
1. The Employees' Provident Funds Scheme
2. The Employees' Pension Scheme
3. The Employees' Deposit-Linked Insurance Scheme

Select the correct sequence:
(A) 1, 2, 3
(B) 1, 3, 2
(C) 2, 1, 3
(D) 3, 1, 2

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10. Based on the Assertion (A) and Reason (R) given below, choose the correct option.
Assertion (A) : The Equal Remuneration Act, 1976, prohibits discrimination in recruitment against women.
Reason (R) : The Act's objective is to provide for the payment of equal remuneration to men and women workers for the same work or work of a similar nature.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

11. According to the Payment of Gratuity Act, 1972, an employee is eligible for gratuity after rendering continuous service for not less than:
(A) Ten years
(B) Three years
(C) One year
(D) Five years

12. Which of the following is the most appropriate description of 'Bonus' under the Payment of Bonus Act, 1965?
(A) An ex-gratia payment made at the employer's discretion.
(B) A statutory right of the employee linked to profit or productivity.
(C) A deferred wage paid to fill the gap between the actual wage and the living wage.
(D) A long-service award paid at the time of retirement.

13. Match the following items in List I with those in List II.
List I: (Act)
P. The Minimum Wages Act, 1948
Q. The Payment of Wages Act, 1936
R. The Equal Remuneration Act, 1976
S. The Payment of Gratuity Act, 1972
List II: (Primary Focus)
1. Timeliness of payment and authorized deductions
2. Non-discrimination in wages based on gender
3. Social security for long service
4. Fixation of floor-level wages in certain employments
Codes:
(A) P-4, Q-1, R-2, S-3
(B) P-1, Q-4, R-3, S-2
(C) P-4, Q-2, R-1, S-3
(D) P-3, Q-1, R-2, S-4

14. The 'Marginal Productivity Theory of Wages' posits that wages are determined by the:
(A) Collective bargaining power of the workers.
(B) Cost required for the worker's subsistence and reproduction.
(C) Demand and supply of labor in the market as a whole.
(D) Contribution of the last worker hired to the total output.

15. What is the key difference between a 'living wage' and a 'fair wage'?
(A) A living wage ensures comfort; a fair wage is between minimum and living wages.
(B) A living wage is statutory; a fair wage remains a theoretical framework.
(C) A living wage provides subsistence; a fair wage includes luxury items.
(D) A fair wage represents a floor; a living wage acts as the ceiling rate.

16. Consider the following statements regarding wage differentials:
1. They can be based on the pleasantness or unpleasantness of the work.
2. They can arise due to the geographical immobility of labor.
3. They are illegal under all circumstances according to Indian law.
4. They can reflect differences in the cost of training for a job.
Which of the above statements are correct?
(A) 1, 2, and 3
(B) 1, 2, and 4
(C) 2, 3, and 4
(D) 1, 3, and 4

17. If a company's financial capacity is poor, which wage concept is it most likely to struggle to meet, beyond the statutory minimum?
(A) Nominal Wage
(B) Fair Wage
(C) Real Wage
(D) Minimum Wage

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(C) Reaching the age of superannuation
(D) Willful omission or negligence causing damage to the employer's property

69. The Employees' Pension Scheme, 1995, under the EPF & MP Act, 1952, is financed by:
(A) Contributions solely from the employees.
(B) Contributions solely from the employers.
(C) Diverting a part of the employer's contribution to the EPF and a contribution from the Central Government.
(D) A one-time grant from the World Bank.

70. Based on the Assertion (A) and Reason (R) given below, choose the correct option.
Assertion (A) : Wage differentials across different geographical regions persist even in a globalized economy.
Reason (R) : Factors like cost of living, availability of local labor supply, and regional economic conditions contribute to these differences.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

71. A major objective of the Minimum Wages Act, 1948 is to:
(A) Ensure wages are paid on time.
(B) Provide for an annual bonus.
(C) Guarantee post-retirement income.
(D) Prevent exploitation of unorganized labor.

72. What is the maximum time interval for the revision of minimum wages by the appropriate government under the Minimum Wages Act, 1948?
(A) Five years
(B) Two years
(C) Three years
(D) Ten years

73. Which of the following is NOT a permissible deduction from wages under the Payment of Wages Act, 1936?
(A) Deduction for house accommodation provided by the employer.
(B) Deduction for recovery of advances.
(C) Deduction for damage to machinery due to a cyclone.
(D) Deduction for payment of income tax.

74. Consider the following statements regarding the Equal Remuneration Act, 1976:
1. It applies only to the public sector.
2. It mandates the setting up of an Advisory Committee.
3. It prohibits discrimination against women in matters of recruitment for the same or similar work.
4. It only covers wages and not other benefits or perquisites.

Which of the above statements are correct?
(A) 2 and 3
(B) 1 and 4
(C) 1, 2, and 3
(D) 2, 3, and 4

75. 'Nominal Wage' refers to:
(A) The wage in terms of goods and services it can buy.
(B) The minimum wage fixed by law.
(C) The take-home salary after all deductions.
(D) The wage expressed in monetary terms.

76. Who among the following would be disqualified from receiving a bonus under the Payment of Bonus Act, 1965?
(A) An employee who was on maternity leave for three months.
(B) An employee who was dismissed from service for theft of company property.
(C) An employee who participated in a legal strike.
(D) An employee who resigned after working for the full accounting year.

77. The formula for calculating gratuity for a piece-rated employee under the Payment of Gratuity Act, 1972 is based on:
(A) Their average earnings over the last month.
(B) Their highest drawn wages during their service.
(C) Their average earnings over the preceding three months.
(D) The minimum wage applicable to them.

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78. The concept of "allocable surplus" is crucial for the calculation of bonus. It is defined as a certain percentage of the:
(A) Gross Profit
(B) Net Profit
(C) Sales Turnover
(D) Available Surplus

79. The Employees' Provident Fund and Miscellaneous Provisions Act, 1952, primarily serves the objective of:
(A) Providing social security and retirement benefits.
(B) Regulating working conditions in factories.
(C) Settling industrial disputes between employers and employees.
(D) Ensuring timely payment of wages without unauthorized deductions.

80. A key factor causing occupational wage differentials is:
(A) The legal mandate for equal pay across all occupations.
(B) The requirement of different levels of skill, training, and responsibility.
(C) The uniform productivity of labor in all jobs.
(D) The government's policy to fix a single wage for all workers.

81. Read the given statements and select the correct option.
Statement I : The Minimum Wages Act, 1948, provides for the payment of wages in cash only.
Statement II : The appropriate government may authorize the payment of minimum wages either wholly or partly in kind in certain circumstances.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

82. The Payment of Wages Act, 1936, applies to persons employed in any factory or other specified establishments who are in receipt of wages below a certain threshold prescribed by the:
(A) Appropriate Government
(B) International Labour Organization
(C) Supreme Court of India
(D) Employer's Association

83. Consider the following statements about the Payment of Gratuity Act, 1972:
1. It applies to establishments employing 10 or more persons.
2. An employee must have completed at least one year of service to be eligible.
3. The maximum amount of gratuity payable under the Act is statutorily capped.
4. The Act covers employees engaged in mines and ports.
5. Gratuity is calculated at the rate of 30 days' wages for every completed year of service.

Which of the above statement(s) is/are correct?
(A) 1, 2, and 3
(B) 2, 4, and 5
(C) 1, 3, and 4
(D) 1, 3, and 5

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84. What does the term 'sweated labour', often associated with the rationale for the Minimum Wages Act, refer to?
(A) Labour engaged in jobs that cause excessive perspiration.
(B) Labour that is highly skilled and in great demand.
(C) Labour provided as a form of social service without wages.
(D) Labour working under exploitative conditions with very low wages.

85. Which theory posits that wages are the price paid for labor, determined by the interplay of demand and supply forces in the market?
(A) Subsistence Theory
(B) Residual Claimant Theory
(C) Market Theory of Wages (Demand and Supply Theory)
(D) Bargaining Theory of Wages

86. Based on the Assertion (A) and Reason (R) given below, choose the correct option.
Assertion (A) : The EPF & MP Act, 1952, provides for transferability of provident fund accounts when an employee changes jobs.

Reason (R) : This ensures the continuity of social security benefits and promotes the long-term savings objective of the fund.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

87. Which of the following is NOT a primary objective of the Payment of Bonus Act, 1965?
(A) To impose a statutory liability upon employers to pay a bonus.
(B) To define the principle of bonus determination.
(C) To provide for a minimum and maximum bonus percentage.
(D) To provide for the payment of gratuity upon retirement.

88. The Advisory Committee constituted under the Equal Remuneration Act, 1976 has a specific composition requirement regarding its members. What is it?
(A) At least half of the total members shall be women.
(B) At least one-third of the members shall be women.
(C) All members must be from government service.
(D) All members must be legal experts.

89. A 'claim' under the Payment of Wages Act, 1936 arises in which of the following situations?
(A) When minimum wages have not been fixed for an employment.
(B) When an employee is denied a bonus.
(C) When wages have been paid after the prescribed time limit.
(D) When gratuity is not paid upon retirement.

90. Arrange the following steps for fixing minimum wages under the 'Committee Method' in their logical sequence.
1. Publication of the revised wages in the Official Gazette.
2. Appointment of committees and sub-committees.
3. Consultation with the Advisory Board.
4. Holding inquiries and advising the government.

Select the correct sequence:
(A) 2, 4, 3, 1
(B) 1, 2, 3, 4
(C) 3, 2, 4, 1
(D) 2, 3, 4, 1

91. Match the following items in List I with those in List II.
List I: (Year of Enactment)
P. 1936
Q. 1948
R. 1965
S. 1972
List II: (Act)
1. The Minimum Wages Act
2. The Payment of Bonus Act
3. The Payment of Gratuity Act
4. The Payment of Wages Act

Codes:
(A) P-4, Q-1, R-2, S-3
(B) P-1, Q-4, R-2, S-3
(C) P-4, Q-2, R-1, S-3
(D) P-3, Q-1, R-4, S-2

92. The concept that workers should be paid for their contribution to output, with efficient workers earning more, is the basis for which type of wage plan?
(A) Time wage system
(B) Incentive wage plan or piece-rate system
(C) Graded pay scale
(D) Annual salary system

93. A worker in a factory covered by the Payment of Wages Act is absent from duty for half a day. What is the maximum deduction the employer can make?
(A) A full day's wage.
(B) A fixed penalty of Rs. 100.
(C) A sum proportional to the period of absence.
(D) A sum equivalent to two days' wages.

94. The term 'remuneration' in the Equal Remuneration Act, 1976 refers to:
(A) Only the basic pay and dearness allowance.
(B) Only non-monetary perquisites like housing and transport.
(C) Only the annual bonus paid to the employee.
(D) The basic wage or salary, and any additional emoluments whatsoever payable in cash or

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1. It is a statutory body established by the EPF & MP Act, 1952.
2. Its primary role is to act as a mediator in industrial disputes.
3. It manages the Provident Fund, Pension, and Insurance schemes for covered employees.
4. It is headed by the Union Minister of Labour and Employment.
5. The services of EPFO are available only to government employees.

Which of the above statement(s) is/are correct?
(A) 1, 3 and 4
(B) 1 and 3
(C) 2, 4 and 5
(D) 1, 2 and 5

130. The time limit for making a claim for unpaid or delayed wages under the Payment of Wages Act, 1936, is generally within:
(A) 12 months from the date the wages were due.
(B) 3 months from the date the wages were due.
(C) 6 months from the date the wages were due.
(D) 24 months from the date the wages were due.

131. The concept of 'capacity of the industry to pay' is a crucial consideration in the determination of which type of wage?
(A) Minimum Wage
(B) Living Wage
(C) Fair Wage
(D) Real Wage

132. Based on the Assertion (A) and Reason (R) given below, choose the correct option.
Assertion (A) : Piece-rate wage systems often lead to higher output per worker compared to time-rate systems.
Reason (R) : In a piece-rate system, a worker's earnings are directly proportional to their individual output, creating a strong financial incentive to produce more.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

133. If an employer fails to pay the contribution to the Provident Fund, what is the primary consequence for the employer under the EPF & MP Act, 1952?
(A) The employee's contribution is doubled.
(B) The establishment's license is immediately cancelled.
(C) The employer is liable to pay damages and may face prosecution.
(D) The trade union is authorized to take over the company's management.

134. Which of the following pair is correctly matched?
(A) Wage Fund Theory : Karl Marx
(B) Subsistence Theory : David Ricardo
(C) Residual Claimant Theory : Adam Smith
(D) Marginal Productivity Theory : J. S. Mill

135. Overtime wage under the Minimum Wages Act, 1948, for working beyond the normal working hours is calculated at:
(A) The ordinary rate of wages.
(B) One and a half times the ordinary rate of wages.
(C) A rate mutually agreed between employer and employee.
(D) At least double the ordinary rate of wages.

136. Which of the following is NOT a factor contributing to wage differentials between two regions?
(A) A uniform national minimum wage law.
(B) Cost of living variations.
(C) Labour mobility restrictions.
(D) Differences in climate and amenities.

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137. Which Act specifies that no court shall entertain any suit for the recovery of wages if the claim could have been determined by the authority under the same Act?
(A) The Payment of Bonus Act, 1965
(B) The Minimum Wages Act, 1948
(C) The Payment of Wages Act, 1936
(D) The Payment of Gratuity Act, 1972

138. The provision for constituting an 'Advisory Board' to coordinate the work of committees and advise the government is contained in which Act?
(A) The Minimum Wages Act, 1948
(B) The Equal Remuneration Act, 1976

(B) It is a voluntary scheme for all employees.
(C) Contributions are made only by the employee.
(D) It provides for a monthly pension after retirement, death, or disablement.

104. Consider the following statements about 'Wage Theories':
1. The Subsistence Theory is also known as the 'Iron Law of Wages'.
2. The Marginal Productivity Theory applies only under conditions of perfect competition.
3. The Bargaining Theory suggests that wages are indeterminate and depend on negotiation.
4. The Wage Fund Theory posits that wages depend on the total national income.

Which of the above statement(s) is/are correct?
(A) 1, 2 and 3
(B) 1, 2 and 4
(C) 2, 3 and 4
(D) 1, 3 and 4

105. "A wage which is more than the bare minimum, but less than the living wage". This definition best describes:
(A) Nominal Wage
(B) Real Wage
(C) Fair Wage
(D) Statutory Wage

106. The responsibility to pay the employer's contribution to the Provident Fund under the EPF & MP Act, 1952, rests with:
(A) The employer.
(B) The employee, through deductions.
(C) The Central Government.
(D) The trade union.

107. Which of the following is NOT a 'wage differential'?
(A) A doctor earning more than a clerk.
(B) A software engineer in Bangalore earning more than one in a small town.
(C) A unionized worker earning more than a non-unionized worker in the same factory.
(D) A male and a female worker earning the same amount for the same job.

108. An employer wants to pay his employees their monthly wages partly in cash and partly by supplying essential commodities at concessional rates. Which Act's provisions would primarily scrutinize such a payment method?
(A) The Payment of Bonus Act, 1965
(B) The Minimum Wages Act, 1948
(C) The Equal Remuneration Act, 1976
(D) The Payment of Gratuity Act, 1972

109. What is the time limit for payment of gratuity to a person after it becomes payable?
(A) 60 days
(B) 90 days
(C) 30 days
(D) 15 days

110. Match the following items in List I with those in List II.
List I: (Theory of Wages)
P. Subsistence Theory
Q. Marginal Productivity Theory
R. Bargaining Theory
S. Wage Fund Theory
List II: (Core Idea)
1. Role of trade unions and collective action
2. Determined by the output of the last worker
3. Fixed fund for wages vs. number of workers
4. Wages at bare minimum for survival
Codes:
(A) P-4, Q-2, R-1, S-3
(B) P-3, Q-1, R-2, S-4
(C) P-4, Q-3, R-1, S-2
(D) P-2, Q-4, R-3, S-1

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111. Read the given statements and select the correct option.
Statement I : The Payment of Bonus Act, 1965, applies to all employees in an establishment, regardless of their salary level.
Statement II : The Act provides a formula for calculating the bonus based on profit, linking employee prosperity with that of the establishment.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is

correct.

112. The term 'continuous service' under the Payment of Gratuity Act, 1972, is significant because:
(A) It decides the applicability of the Minimum Wages Act.
(B) It determines the employee's eligibility and the quantum of gratuity.
(C) It is the basis for calculating the annual bonus.
(D) It is required for membership in the EPF scheme.

113. Consider the following provisions of the Payment of Wages Act, 1936:
1. It regulates the time of payment of wages.
2. It lists the permissible deductions from wages.
3. It fixes the minimum rate of wages for different occupations.
4. It provides a mechanism for recovering delayed or unpaid wages.
5. It applies only to workers in the agricultural sector.

Which combination of the above statements is correct?
(A) 1, 2, and 3
(B) 1, 2, and 4
(C) 3, 4, and 5
(D) 1, 3, and 5

114. The "living wage" concept, as defined in judicial pronouncements in India, includes provisions for:
(A) Health, decency, comfort, and education of children.
(B) Bare physical subsistence and nothing more.
(C) The average wage prevailing in the industry.
(D) Only the food and shelter needs of the worker.

115. Who is empowered to add an industry to Schedule I of the Employees' Provident Fund and Miscellaneous Provisions Act, 1952, thereby extending the Act's coverage?
(A) The Supreme Court of India
(B) The State Legislature
(C) The Central Government
(D) The individual employer

116. A company refuses to recruit women for a job involving desk work and data entry, citing a preference for male candidates. This action could be challenged under which Act?
(A) The Payment of Wages Act, 1936
(B) The Payment of Bonus Act, 1965
(C) The Minimum Wages Act, 1948
(D) The Equal Remuneration Act, 1976

117. Which of the following is a correct statement regarding the Minimum Wages Act, 1948?
(A) It is applicable to all employments throughout India.
(B) The minimum wage, once fixed, is permanent and cannot be revised.
(C) The Act provides for fixing differential rates of minimum wages for different scheduled employments.
(D) An employer can pay less than the minimum wage if the employee agrees in writing.

118. Based on the Assertion (A) and Reason (R) given below, choose the correct option.
Assertion (A) : Wage differentials are a natural feature of a market economy.
Reason (R) : All jobs require the same level of skill and effort, and all workers are equally productive.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

119. If wages for a factory employing 500 workers are not paid by the 7th of the following month, it constitutes a violation of which Act?
(A) The Factories Act, 1948
(B) The Minimum Wages Act, 1948
(C) The Industrial Disputes Act, 1947
(D) The Payment of Wages Act, 1936

120. Arrange the following wage theories in the approximate historical order of their development.
1. Marginal Productivity Theory
2. Bargaining Theory of Wages
3. Subsistence Theory

Select the correct sequence:
(A) 3, 1, 2

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(B) 1, 3, 2
(C) 2, 1, 3
(D) 3, 2, 1

121. The calculation of gratuity is made at the rate of 15 days' wages for each completed year of service. The '15 days' wages' are calculated by:
(A) (Monthly rate of wage x 15) / 30
(B) (Monthly rate of wage x 15) / 31
(C) (Monthly rate of wage x 15) / 26
(D) (Monthly rate of wage / 2)

122. Which of the following best explains why 'ability to pay' is a major factor in wage determination?
(A) It determines the maximum wage an employer can afford to pay without incurring losses.
(B) It is a legal requirement under the Minimum Wages Act.
(C) It ensures that all workers receive the same wage.
(D) It is the primary factor considered in the Subsistence Theory of Wages.

123. The 'Universal Account Number' (UAN) is a concept associated with which of the following Acts?
(A) The Payment of Gratuity Act, 1972
(B) The Equal Remuneration Act, 1976
(C) The Payment of Wages Act, 1936
(D) The Employees' Provident Fund and Miscellaneous Provisions Act, 1952

124. What is a 'scheduled employment' under the Minimum Wages Act, 1948?
(A) Any employment in the public sector.
(B) An employment specified in the Schedule of the Act for which minimum wages can be fixed.
(C) An employment for which working hours are fixed.
(D) Any employment involving manual labor.

125. Which of the following is an INCORRECT statement regarding the Payment of Bonus Act, 1965?
(A) It provides for a minimum and maximum bonus.
(B) It is applicable to banking companies.
(C) An employee is eligible for bonus only after completing five years of service.
(D) The bonus is linked to the profits or productivity of the establishment.

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126. Read the given statements and select the correct option.
Statement I : The Equal Remuneration Act, 1976, aims to eliminate discrimination against women at the time of recruitment.
Statement II : The Act ensures that for the same work or work of a similar nature, women are paid the same as men.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

127. Match the following items in List I with those in List II.
List I: (Provision)
P. Payment of wages on a working day
Q. Calculation of gratuity based on 15 days' wages
R. Forfeiture of bonus for misconduct
S. Revision of minimum wages
List II: (Relevant Act)
1. The Minimum Wages Act, 1948
2. The Payment of Gratuity Act, 1972
3. The Payment of Bonus Act, 1965
4. The Payment of Wages Act, 1936
Codes:
(A) P-4, Q-2, R-3, S-1
(B) P-1, Q-2, R-3, S-4
(C) P-4, Q-3, R-2, S-1
(D) P-3, Q-1, R-4, S-2

128. An employee is terminated for 'moral turpitude' which led to a conviction by a court of law. This may result in the forfeiture of their benefit under which Act?
(A) The Payment of Wages Act, 1936
(B) The Payment of Gratuity Act, 1972
(C) The Minimum Wages Act, 1948
(D) The Equal Remuneration Act, 1976

129. Consider the following statements about the Employees' Provident Fund Organisation (EPFO):

the employee.
(C) Contribution only by the employer and the Central Government.
(D) Contribution only by the Central Government.

166. A primary cause for inter-industry wage differentials is:
(A) Uniform skill requirements across all industries.
(B) The nature of the product market (e.g., monopoly vs. competition).
(C) Identical levels of unionization in all industries.
(D) Government mandate for different wages.

167. Which wage theory is often criticized for assuming a fixed fund for wages and ignoring the role of productivity and trade unions?
(A) Marginal Productivity Theory
(B) Subsistence Theory
(C) Bargaining Theory
(D) Wage Fund Theory

168. Based on the Assertion (A) and Reason (R) given below, choose the correct option.
Assertion (A) : The Minimum Wages Act, 1948, is an example of protective labour legislation.
Reason (R) : It aims to protect workers in unorganized sectors from exploitation by ensuring they receive a floor-level wage.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

169. What is the time limit for payment of bonus to an employee after the close of the accounting year, provided there is no dispute?
(A) Within 3 months
(B) Within 6 months
(C) Within 8 months
(D) Within 12 months

170. Which of the following is NOT a ground for forfeiture of gratuity under the Payment of Gratuity Act, 1972?
(A) Participation in a legal strike which causes financial loss to the employer
(B) Termination for riotous or disorderly conduct.
(C) Termination for an act constituting an offense involving moral turpitude.
(D) Termination for any act of willful omission or negligence causing damage to employer's property.

171. What determines whether the Central or State government is the 'appropriate government' for the implementation of labor laws?
(A) The number of employees in the establishment.
(B) The location of the establishment's head office.
(C) The annual turnover of the establishment.
(D) The nature of the industry and whether it is controlled by the central authority (e.g., railways, mines, banks)

172. Match the following items in List I with those in List II.
List I: (Authority/Body)
P. Central Board of Trustees
Q. Authority under Sec 15 of Payment of Wages Act
R. Controlling Authority
S. Advisory Committee on Remuneration
List II: (Function/Purpose)
1. Adjudicates claims of delayed/deducted wages
2. Administers EPF, EPS, and EDLI schemes
3. Advises on women's employment opportunities
4. Determines and directs payment of gratuity
Codes:
(A) P-1, Q-2, R-3, S-4
(B) P-2, Q-1, R-4, S-3
(C) P-2, Q-4, R-1, S-3
(D) P-3, Q-1, R-4, S-2

173. The 'purchasing power' of an employee's salary is best represented by which term?
(A) Gross Wage
(B) Nominal Wage
(C) Real Wage
(D) Statutory Wage

174. In the context of wage differentials, the additional wage paid for working in a hazardous environment is known as:

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(C) The Payment of Gratuity Act, 1972
(D) The Payment of Bonus Act, 1965

139. Read the given statements and select the correct option.
Statement I : The Payment of Gratuity Act, 1972, provides for compulsory insurance of an employer's liability for payment of gratuity.
Statement II : The Act mandates that every employer, other than the government, must obtain an insurance policy for their gratuity liability from the Life Insurance Corporation of India or any other prescribed insurer.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

140. Which of the following is the best example of a "non-compensating" wage differential?
(A) A hazardous job paying more than a safe job.
(B) A wage difference based on gender or race for the same job.
(C) A job requiring a Ph.D. paying more than a job requiring a high school diploma.
(D) A night-shift job paying more than a day-shift job.

141. Who among the following is NOT considered an "employee" for the purpose of the Payment of Bonus Act, 1965?
(A) A worker in a factory drawing wages of Rs. 20,000 per month.
(B) A temporary worker who has worked for 60 days in the year.
(C) An apprentice under the Apprentices Act, 1961.
(D) A part-time employee working as a cleaner.

142. Match the following items in List I with those in List II.
List I: (Concept from Act)
P. Set on and Set off
Q. Forfeiture of Gratuity
R. Overtime at double rate
S. Discrimination in recruitment
List II: (Associated Act)
1. The Equal Remuneration Act, 1976
2. The Minimum Wages Act, 1948
3. The Payment of Gratuity Act, 1972
4. The Payment of Bonus Act, 1965
Codes:
(A) P-1, Q-2, R-3, S-4
(B) P-4, Q-3, R-2, S-1
(C) P-4, Q-2, R-1, S-3
(D) P-3, Q-1, R-4, S-2

143. A company has 15 employees. Is it mandatory for the company to comply with the provisions of the Payment of Bonus Act, 1965?
(A) No, because the Act applies to establishments with 20 or more employees.
(B) Yes, because it is a company.
(C) Yes, but only if it makes a profit.
(D) No, because the Act is voluntary for establishments with fewer than 50 employees.

144. The Employees' Provident Fund and Miscellaneous Provisions Act, 1952, applies to an establishment if it employs:
(A) 10 or more persons.
(B) 20 or more persons.
(C) 50 or more persons.
(D) 100 or more persons.

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145. Consider the following as factors influencing wages:
1. Demand and Supply of Labour
2. Employer's Ability to Pay
3. Cost of Living
4. Productivity of Worker
Which of these are considered 'external' factors from the perspective of a single firm?
(A) 1 and 2
(B) 1 and 3
(C) 2 and 4
(D) 3 and 4

146. A dispute arises whether two different jobs in a factory constitute 'work of a similar nature' under the Equal Remuneration Act, 1976. Who is the final authority to decide on this matter?
(A) The appropriate government or a designated authority after considering the skills, effort, and responsibility required
(B) The trade union leader.

in kind.

95. In case of the death of an employee, the gratuity payable under the Payment of Gratuity Act, 1972 shall be paid to:
(A) His or her nominee or, if no nomination is made, to his or her heirs.
(B) The employer's welfare fund.
(C) The government treasury.
(D) The trade union of which the employee was a member.

96. Consider the following statements regarding the Employees' Provident Fund (EPF):
1. It is a retirement savings scheme for salaried employees.
2. Withdrawals from the EPF account are always fully taxable.
3. An employee can make a partial withdrawal for specific purposes like marriage or education.
4. The interest rate on EPF deposits is decided by the Ministry of Finance.

Which of the above statements are correct?
(A) 1 and 2
(B) 1 and 3
(C) 2 and 4
(D) 3 and 4

97. One of the main reasons for persistent gender-based wage differentials, which the Equal Remuneration Act aims to address, is:
(A) The legal requirement to pay women less.
(B) Social customs and perceptions that undervalue work typically done by women.
(C) The higher productivity of male workers in all sectors.
(D) The explicit preference of women for lower-paying jobs.

98. The 'available surplus' in the context of the Payment of Bonus Act, 1965, is calculated by deducting certain prior charges from the:
(A) Gross Profit
(B) Sales Revenue
(C) Share Capital
(D) Net Worth

99. The Minimum Wages Act, 1948, does not apply to which of the following?
(A) Employees in agriculture.
(B) Employees in a mica works factory.
(C) Employees in organized sectors with strong trade unions and high wages.
(D) Employees working in a tanneries.

100. Read the given statements and select the correct option.
Statement I : The Payment of Gratuity Act, 1972, is applicable to teachers in educational institutions.
Statement II : The definition of 'employee' under the Act was amended to include teachers.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

101. Based on the Assertion (A) and Reason (R) given below, choose the correct option.
Assertion (A) : The Payment of Wages Act, 1936, puts restrictions on the fines that can be imposed on an employee.
Reason (R) : The purpose is to protect workers from arbitrary and excessive deductions that could unjustly reduce their earnings.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

102. An employee has been working for 4 years and 8 months in a company. For the purpose of calculating gratuity under the Payment of Gratuity Act, 1972, this period of service will be treated as:
(A) 4 years
(B) 5 years
(C) 4.5 years
(D) Insufficient service for gratuity

103. Which of the following is a key feature of the Employees' Pension Scheme (EPS) under the EPF & MP Act, 1952?
(A) It provides a lump-sum withdrawal of the entire pension fund upon retirement.

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succeeding accounting years.

156. The primary purpose of establishing the Employees' Provident Fund Organisation (EPFO) was to:
(A) Provide legal aid to workers in disputes.
(B) Administer the provisions of the EPF & MP Act, 1952.
(C) Regulate the employment of contract labor.
(D) Fix and revise minimum wages across India.

157. Which factor is NOT a direct cause of occupational wage differentials?
(A) Scarcity of trained personnel for a specific job.
(B) Hazards and risks associated with the job.
(C) Cost of living in the city where the job is located.
(D) Level of skill and responsibility required for the job.

158. The 'controlling authority' under the Payment of Gratuity Act, 1972 is appointed to:
(A) Invest the gratuity fund.
(B) Fix the rate of gratuity for different industries.
(C) Prosecute employers who fail to pay gratuity.
(D) Determine the amount of gratuity and handle disputes.

159. The 'notification method' of fixing minimum wages involves:
(A) Publishing wage proposals in the official gazette for public feedback.
(B) Negotiating with trade unions and signing a settlement.
(C) Appointing a committee to conduct field studies.
(D) Following the wage rates set by the largest employer in the industry.

160. Which of the following is an INCORRECT pair?
(A) Living Wage : A comfortable standard of life
(B) Real Wage : Gross salary before deductions
(C) Fair Wage : Based on firm's capacity to pay
(D) Minimum Wage : Statutory, ensures bare needs

161. A company employs 25 persons. 10 of them are women. The company pays women employees 15% less than men for the same data entry job. Which statement is most accurate?
(A) The company is violating the Minimum Wages Act, 1948.
(B) The company is violating the Equal Remuneration Act, 1976.
(C) The company's action is legal as it has less than 50 employees.
(D) The company is violating the Payment of Bonus Act, 1965.

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162. Consider the following statements about the Payment of Wages Act, 1936:
1. It applies to all workers irrespective of their wage level.
2. It mandates that wages should be paid in cash.
3. The Act prohibits unauthorized deductions from wages.
4. The maximum wage period cannot exceed one month.

Which of the above statements are correct?
(A) 3 and 4
(B) 1 and 2
(C) 2, 3 and 4
(D) 1, 2 and 3

163. The term 'wages' as defined in the Payment of Gratuity Act, 1972, includes:
(A) Bonus, commission, and overtime wages.
(B) House rent allowance.
(C) Basic pay and dearness allowance.
(D) Any other allowance.

164. The concept of 'set on' and 'set off' under the Payment of Bonus Act ensures:
(A) All employees receive a bonus every year.
(B) A stable and uniform rate of bonus over the years.
(C) That the bonus payment reflects the company's profitability over a period of time.
(D) That the bonus payment reflects the company's profitability over a period of time.

165. The Employees' Deposit-Linked Insurance Scheme, under the EPF & MP Act, 1952, is funded by:
(A) Contribution only by the employee.
(B) Equal contributions by the employer and

(C) The employer.
(D) A civil court judge.

147. Under the Payment of Wages Act, 1936, in an industrial establishment employing 1500 persons, wages must be paid before the expiry of the:
(A) 7th day of the following month.
(B) Last day of the current month.
(C) 10th day of the following month.
(D) 15th day of the following month.

148. The obligation to pay gratuity arises upon:
(A) The completion of one year of service.
(B) The employee joining a trade union.
(C) The company making a profit for three consecutive years.
(D) The termination of employment after five years of continuous service.

149. The 'Iron Law of Wages' is another name for which wage theory?
(A) Marginal Productivity Theory
(B) Bargaining Theory
(C) Subsistence Theory
(D) Wage Fund Theory

150. Based on the Assertion (A) and Reason (R) given below, choose the correct option.
Assertion (A) : The EPF & MP Act, 1952 is a self-financing social security scheme.
Reason (R) : It is primarily funded by the contributions from employees and employers, without relying on the general budget of the government.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

151. Consider the following statements regarding The Minimum Wages Act, 1948:
1. The Act is applicable only to male workers.
2. The Act mandates equal minimum wages for male and female workers for the same work.
3. The appropriate government can fix wages by the hour, day, or month.
4. An agreement by an employee to work for less than the minimum wage is void.
5. The Act does not apply to employees of the Central Government.

Which of the above statements are correct?
(A) 1, 2, and 3
(B) 2, 4, and 5
(C) 1, 3, and 5
(D) 2, 3, and 4

152. Which of the following is NOT a characteristic of a "living wage"?
(A) Bare subsistence of life
(B) Provision for education of children.
(C) Protection against ill-health.
(D) A measure of frugal comfort.

153. A worker's services are terminated for his continued willful insubordination. Which of his statutory dues can be fully or partially forfeited by the employer?
(A) Provident Fund
(B) Minimum Wages
(C) Gratuity
(D) Earned Leave encashment

154. Read the given statements and select the correct option.
Statement I : The Payment of Wages Act, 1936, authorizes deductions from wages for the services rendered by the employer.
Statement II : Such deductions should not exceed the value of the services rendered and must be accepted by the employee.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

155. In the context of the Payment of Bonus Act, 1965, if the allocable surplus exceeds the amount of maximum bonus payable, the excess amount is:
(A) Distributed as an extra dividend to shareholders.
(B) Transferred to the Consolidated Fund of India.
(C) Paid to the government as a special tax.
(D) Carried forward for being 'set on' in the

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(A) A bonus
(B) An efficiency premium
(C) A regional differential
(D) A compensating differential

175. The Payment of Gratuity Act, 1972, applies to every shop or establishment employing how many persons?
(A) 10 or more
(B) 5 or more
(C) 20 or more
(D) 50 or more

176. Which of the following deductions from wages is permissible under the Payment of Wages Act, 1936?
(A) Deduction for a donation to a charity not approved by the employee.
(B) Deduction for recovery of an advance of salary given to the employee.
(C) Deduction for losses incurred by the company due to market recession.
(D) Deduction for a fine imposed for poor performance without a proper inquiry.

177. Read the given statements and select the correct option.
Statement I : The Employees' Pension Scheme, 1995, provides for pension to the family upon the death of the member.
Statement II : The scheme is fully funded by the Central Government from tax revenues.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

178. The term 'employee' under the Payment of Bonus Act, 1965, covers persons drawing wages up to a certain limit. What is the main purpose of this wage ceiling for eligibility?
(A) To exclude top management from the purview of the Act.
(B) To simplify calculations for the HR department.
(C) To ensure that only permanent employees get a bonus.
(D) To comply with international labor standards.

179. A woman is denied a promotion to a supervisory role, which is given to a junior male colleague, despite her better performance record. She suspects gender discrimination. Her claim would primarily be examined under which Act?
(A) The Minimum Wages Act, 1948
(B) The Payment of Gratuity Act, 1972
(C) The Equal Remuneration Act, 1976
(D) The Industrial Disputes Act, 1947

180. The minimum rate of contribution by an employee to the Provident Fund under the EPF & MP Act, 1952 is typically what percentage of their basic wages and dearness allowance?
(A) 8.33%
(B) 15.00%
(C) 5.00%
(D) 10% or 12% depending on the establishment

181. "A wage sufficient to insure the workman the means of a healthy and normal life and to provide for the ordinary and necessary comforts of a home". This judicial interpretation refers to:
(A) Minimum Wage
(B) Living Wage
(C) Fair Wage
(D) Nominal Wage

182. Arrange the following Acts in descending order of their enactment year (most recent first).
1. The Payment of Gratuity Act, 1972
2. The Payment of Bonus Act, 1965
3. The Minimum Wages Act, 1948
4. The Payment of Wages Act, 1936

Select the correct sequence:
(A) 4, 3, 2, 1
(B) 1, 2, 3, 4
(C) 1, 3, 2, 4
(D) 2, 1, 4, 3

183. Which statement accurately reflects a key principle of the Marginal Productivity Theory of Wages?
(A) Wages are determined by the size of the 'wage fund' that employers have set aside.
(B) Wages will always tend towards the subsistence level due to population growth.
(C) The relative bargaining strength of labor

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and management determines the wage rate.
(D) An employer will hire workers up to the point where the wage equals the value of the marginal product of the last worker.

184. Under the Payment of Wages Act, 1936, payment of wages cannot be made in which form?
(A) In kind, such as food grains, without government authorization
(B) Current coins
(C) Currency notes
(D) By cheque with the employee's authorization

185. Based on the Assertion (A) and Reason (R) given below, choose the correct option.
Assertion (A) : The Equal Remuneration Act, 1976, is limited to ensuring equal pay and does not cover other aspects of employment.
Reason (R) : The Act explicitly prohibits discrimination against women in recruitment, promotions, training, and transfers.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

186. The concept of 'deemed to be in continuous service' under the Payment of Gratuity Act is a provision that:
(A) Protects employees' service continuity despite certain types of absences like sickness or maternity leave
(B) Punishes employees for taking leave.
(C) Applies only to employees working in mines.
(D) Allows employers to break service at will.

187. Which of the following is a 'miscellaneous provision' under the Employees' Provident Fund and Miscellaneous Provisions Act, 1952?
(A) Fixation of minimum wages
(B) Regulation of working hours
(C) Payment of bonus
(D) The Employees' Deposit-Linked Insurance Scheme

188. An employee has worked for 30 years in a company. For calculating gratuity, his service will be capped at a certain number of months' wages as per the statutory limit under the Act. This demonstrates that:
(A) Gratuity is an unlimited liability.
(B) The amount of gratuity payable is subject to a statutory maximum.
(C) Long service is discouraged by the Act.
(D) The employee is not eligible for gratuity.

189. A 'time-rate' wage system is most suitable when:
(A) The output of an individual worker is easily measurable.
(B) The work is of a repetitive nature.
(C) Quality of work is more important than quantity.
(D) The employer wants to maximize production speed.

190. Which of the following is NOT a type of wage differential?
(A) Occupational differential
(B) Industry differential
(C) Geographical differential
(D) Take-home differential

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191. Consider the following statements about The Payment of Gratuity Act, 1972:
1. It is a terminal social security benefit.
2. The Act applies to all establishments in India.
3. An employee must complete 5 years of continuous service to be eligible.
4. Gratuity can be fully forfeited for any kind of misconduct.
5. In case of death or disablement, the condition of 5 years of service is not applicable.

Which of the above statement(s) is/are correct?
(A) 1, 3, and 5
(B) 1, 2, and 4
(C) 2, 3, and 5
(D) 1, 4, and 5

192. An employer deducts money from an employee's wages to cover the business loss caused by a fire in the factory. This deduction is:
(A) Permissible under the Payment of Wages Act.
(B) Not permissible under the Payment of Wages Act.
(C) Permissible only if the employee agrees.
(D) Permissible under the Factories Act.

193. The primary liability to pay bonus rests with:
(A) The Central Government
(B) The Employer
(C) The State Government
(D) The Trade Union

194. Read the given statements and select the correct option.
Statement I : Under the Minimum Wages Act, 1948, the appropriate government must review and revise minimum wages at intervals not exceeding five years.
Statement II : This provision ensures that wages keep pace with the changing cost of living.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

195. Which body is responsible for the overall administration of the Employees' Provident Fund and Miscellaneous Provisions Act, 1952?
(A) The Parliament of India
(B) The Ministry of Finance
(C) The Central Board of Trustees, EPF
(D) The Reserve Bank of India

196. An employer provides a canteen, medical aid, and transport facilities to his employees. These non-monetary benefits contribute to the:
(A) Nominal Wage
(B) Minimum Wage
(C) Bonus
(D) Real Wage

197. The wage theory that considers wages as a price determined by the forces of demand and supply is the:
(A) Classical Theory of Wages
(B) Keynesian Theory of Wages
(C) Modern Theory of Wages
(D) Bargaining Theory of Wages

198. An employer is obligated to pay gratuity within 30 days of it becoming payable. If there is a delay, the employer is liable to pay:
(A) A fixed penalty of Rs. 50,000.
(B) Simple interest on the amount.
(C) Double the amount of gratuity.
(D) An amount determined by the trade union.

199. An employee who is dismissed from service on grounds of 'sabotage of company's property' is disqualified from receiving a bonus under which Act?
(A) The Payment of Wages Act, 1936
(B) The Minimum Wages Act, 1948
(C) The Equal Remuneration Act, 1976
(D) The Payment of Bonus Act, 1965

200. Match the following items in List I with those in List II.
List I: (Act)
P. The Payment of Bonus Act, 1965
Q. The Employees' Provident Fund Act, 1952
R. The Equal Remuneration Act, 1976
S. The Payment of Wages Act, 1936
List II: (Key Concept/Term)
1. Universal Account Number (UAN)
2. Authorized Deductions
3. Same work or work of a similar nature
4. Allocable Surplus
Codes:
(A) P-4, Q-1, R-3, S-2
(B) P-3, Q-2, R-1, S-4
(C) P-4, Q-3, R-2, S-1
(D) P-1, Q-4, R-3, S-2

201. Which of the following statements correctly distinguishes between a 'lay-off' and a 'retrenchment' in the context of eligibility for gratuity?
(A) Gratuity is not payable in either case.
(B) Lay-off is considered a termination...
(C) Gratuity is payable in case of retrenchment, but not in lay-off, as lay-off is a temporary separation
(D) Gratuity is payable in both cases...

202. Which of the following is NOT a 'factor influencing wages'?
(A) The employee's political affiliation
(B) Productivity of the worker
(C) The employer's ability to pay
(D) The prevailing wage rates in the region

203. Under the EPF & MP Act, 1952, the term 'basic wages' excludes:

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(D) The Equal Remuneration Act, 1976

242. Which of the following is a CORRECT statement?
(A) The Equal Remuneration Act prohibits gender-based wage discrimination
(B) The Payment of Wages Act fixes the wage rate.
(C) The Minimum Wages Act ensures timely payment of wages.
(D) The Payment of Bonus Act is a retirement benefit scheme.

243. The Employees' Provident Funds Appellate Tribunal is constituted to hear appeals against the orders of the:
(A) State Government
(B) High Court
(C) Provident Fund Commissioner or other authorities under the Act
(D) Central Government

244. If an employee resigns from a company after 3 years of service, are they eligible for gratuity?
(A) Yes, eligibility is granted immediately upon official resignation.
(B) Yes, the employee qualifies for a pro-rata partial payment.
(C) No, eligibility is contingent upon the company's annual profit.
(D) No, as the law requires five years of continuous service.

245. An organization promotes a male employee over a more senior and equally qualified female employee. This could be a violation of which provision of the Equal Remuneration Act, 1976?
(A) The provision for equal pay for same work.
(B) The provision against discrimination in recruitment.
(C) The provision against discrimination in promotion, training, or transfer.
(D) The provision for maintaining registers.

246. The concept of 'compensating differentials' in wages helps to explain why:
(A) All jobs have the same wage.
(B) Unpleasant or risky jobs may have higher wages than pleasant, safe jobs, assuming other factors are equal.
(C) Men and women earn different wages.
(D) Wages are higher in cities than in rural areas.

247. The contribution paid by the employer to the Pension Fund under the EPF & MP Act, 1952 is:
(A) In addition to the employer's contribution to the Provident Fund.
(B) Paid directly by the employee.
(C) A voluntary contribution by the employer.
(D) A part of the employer's contribution to the Provident Fund, which is diverted

248. The "Committee on Fair Wages" in India categorized wages into which three concepts?
(A) Minimum Wage, Fair Wage, and Living Wage
(B) Nominal Wage, Real Wage, and Fair Wage
(C) Time Wage, Piece Wage, and Task Wage
(D) Statutory Wage, Voluntary Wage, and Negotiated Wage

249. Which of the following is NOT a 'wage theory'?
(A) The Subsistence Theory
(B) The Marginal Productivity Theory
(C) The Law of Diminishing Returns
(D) The Bargaining Theory of Wages

250. An employer deducts an amount from an employee's salary as a contribution to the Prime Minister's National Relief Fund. This deduction is permissible under the Payment of Wages Act, 1936, only if:
(A) It is authorized by the written consent of the employed person
(B) The employer decides it is a good cause.
(C) The trade union demands it.
(D) The government mandates it for all employees.

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Direction : Please read the following source carefully.

Wages represent the remuneration paid to an employee for services rendered, forming a critical component of the employment relationship. The concept of wages is multifaceted, encompassing various types that reflect different economic and social standards. Nominal wage refers to the monetary payment received, while real wage adjusts this for inflation, representing the actual purchasing power. Beyond this basic distinction, wage concepts are classified based on social

mandatory.
(C) There is no difference; the terms are interchangeable.
(D) Wages are paid for work done, while bonus is a share in profits/productivity

213. Read the given statements and select the correct option.
Statement I : A key reason for inter-personal wage differentials is the difference in workers' education and experience.
Statement II : A uniform wage for all individuals is the primary goal of modern wage policy.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

214. The 'Inspector-cum-Facilitator' is a modern concept in labor law enforcement, whose role is to:
(A) Only conduct inspections and impose penalties.
(B) Both advise employers on compliance and conduct inspections
(C) Only advise employers on compliance.
(D) Represent employers in labor courts.

215. Which of the following is NOT a factor that influences the wage level in a company?
(A) Job evaluation
(B) Performance appraisal
(C) Collective bargaining
(D) Employee's family size

216. The concept of 'Living Wage' was first elaborated in India by which committee?
(A) The Committee on Fair Wages
(B) The First National Commission on Labour
(C) The Sarkaria Commission
(D) The Second Pay Commission

217. A company shifts its factory from a metropolitan city to a rural area. The wages for the same job are likely to be lower in the rural area. This is an example of:
(A) Occupational wage differential
(B) Gender wage differential
(C) Geographical wage differential
(D) Illegal wage practice

218. An employee is eligible for bonus if they have worked in the establishment for not less than:
(A) 30 days in the year
(B) 240 days in the year
(C) 100 days in the year
(D) 180 days in the year

219. The Payment of Gratuity to an employee is a:
(A) Gift from the employer
(B) Loan that needs to be repaid
(C) Discretionary payment based on performance
(D) Deferred wage and a statutory right

220. The Employees' Pension Scheme (EPS) came into effect in which year?
(A) 1952
(B) 1995
(C) 1972
(D) 2005

221. Consider the following statements about The Equal Remuneration Act, 1976:
1. It aims to provide equal remuneration to men and women workers for the same work.
2. It prohibits discrimination against women in recruitment and promotion.
3. It mandates the formation of a bipartite Advisory Committee.
4. The penalties for non-compliance include imprisonment and fines.

Which of the above statements are correct?
(A) 1 and 2 only
(B) 3 and 4 only
(C) 1, 2 and 4
(D) 1, 2, 3 and 4

222. Which of the following is an INCORRECT statement about wage differentials?
(A) They exist between skilled and unskilled labour.
(B) They can be caused by the relative attractiveness of a job.
(C) They exist between organized and unorganized sectors.
(D) They are always a result of discrimination

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and are illegal

223. What does "nomination" under the Payment of Gratuity Act, 1972 and EPF & MP Act, 1952 facilitate?
(A) The quick and undisputed payment of terminal benefits to a chosen person in case of the employee's death
(B) The selection of a trade union representative.
(C) The appointment of a legal heir for property succession.
(D) The nomination of a proxy to vote in company meetings.

224. Which of the following is the most significant factor for the existence of occupational wage differentials?
(A) The difference in the cost of living between cities.
(B) The relative scarcity of a particular skill required for a job.
(C) The physical appearance of the worker.
(D) The profitability of the company.

225. Based on the Assertion (A) and Reason (R) given below, choose the correct option.
Assertion (A) : The Minimum Wages Act, 1948, allows for fixing different minimum wages for adults, adolescents, children, and apprentices.
Reason (R) : The Act acknowledges that the work capacity and nature of work performed by these different categories of workers may vary.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

226. Match the following items in List I with those in List II.
List I: (Legal Term)
P. Continuous Service
Q. Allocable Surplus
R. Scheduled Employment
S. Appropriate Government
List II: (Primary Context)
1. Minimum Wages Act, 1948
2. Payment of Bonus Act, 1965
3. General concept in labour law, defines jurisdiction
4. Payment of Gratuity Act, 1972
Codes:
(A) P-4, Q-2, R-1, S-3
(B) P-1, Q-2, R-4, S-3
(C) P-4, Q-1, R-2, S-3
(D) P-3, Q-4, R-1, S-2

227. An employer cannot make deductions from wages to set off losses caused by an 'act of God' like an earthquake. This principle is upheld by which Act?
(A) The Payment of Gratuity Act, 1972
(B) The Payment of Bonus Act, 1965
(C) The Payment of Wages Act, 1936
(D) The Factories Act, 1948

228. The maximum period for which the payment of gratuity can be postponed in case of a dispute is determined by:
(A) The employer
(B) The employee
(C) The mutual agreement
(D) The controlling authority under the Act

229. Read the given statements and select the correct option.
Statement I : All employees covered under the EPF & MP Act, 1952, are automatically enrolled in the Employees' Deposit-Linked Insurance Scheme.
Statement II : The premium for the EDLI scheme is paid by the employee from their salary.
(A) Both Statement I and Statement II are correct.
(B) Both Statement I and Statement II are incorrect.
(C) Statement I is correct, but Statement II is incorrect.
(D) Statement I is incorrect, but Statement II is correct.

230. The wage rate is high for a job that is dangerous and unpleasant compared to a safe and pleasant job requiring similar skills. This is an example of:
(A) A non-compensating wage differential.
(B) A compensating wage differential
(C) An illegal wage practice.
(D) A minimum wage violation.

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231. The term 'Factory' under the Payment of Bonus Act, 1965 has the same meaning as in:
(A) The Companies Act, 2013
(B) The Industrial Disputes Act, 1947
(C) The Shops and Establishments Act
(D) The Factories Act, 1948

232. Which of the following is NOT a purpose for which an advance can be taken from the Provident Fund under the EPF & MP Act, 1952?
(A) Purchase of a luxury car
(B) Purchase or construction of a house.
(C) Marriage of a dependent.
(D) Post-matriculation education of children.

233. A company director is also working as a manager in the same company. For the purpose of the Payment of Bonus Act, 1965, would they be considered an 'employee'?
(A) No, because they are a director.
(B) No, because directors are considered employers.
(C) Yes, if they draw a salary for their managerial work and fall within the wage ceiling
(D) Yes, all directors are automatically eligible for a bonus.

234. The primary factor in determining "work of similar nature" under the Equal Remuneration Act, 1976 is:
(A) The skill, effort, and responsibility required for the job
(B) The job title assigned by the company.
(C) The gender of the person performing the job.
(D) The time of day the work is performed.

235. What is the main purpose of the 'Schedule' in the Minimum Wages Act, 1948?
(A) To list the names of all employees in a company.
(B) To list the wage rates for all jobs in India.
(C) To provide a schedule of holidays for workers.
(D) To list the 'scheduled employments' where the Act is applicable

236. The 'Wage-Fund Theory' is most closely associated with which economist?
(A) Karl Marx
(B) John Stuart Mill
(C) Francis A. Walker
(D) Adam Smith

237. The total amount of deduction for absence from duty from the wages of an employee should not exceed:
(A) A flat 10% of the wages.
(B) A sum of Rs 500 per month.
(C) A sum which bears the same proportion to his wages as the period of his absence does to the total wage period
(D) The entire month's salary.

238. What is the primary difference between a 'wage' and a 'salary'?
(A) Wages are paid in cash, salaries are paid by cheque.
(B) Wages are for permanent employees, salaries for temporary employees.
(C) There is no legal or practical difference between the two terms.
(D) Wages are paid to blue-collar workers, salaries to white-collar workers, often based on a shorter vs longer pay period

239. The provision that gratuity of a deceased employee shall be paid to the nominee is intended to:
(A) Avoid the long process of succession and legal heirship proceedings.
(B) Give the employer the right to choose the recipient.
(C) Ensure the money is used for a specific purpose.
(D) Delay the payment of gratuity.

240. The 'available surplus' under the Payment of Bonus Act, 1965, is what remains of the gross profit after deducting:
(A) Employee wages
(B) Prior charges like depreciation and direct taxes
(C) Raw material costs
(D) Marketing expenses

241. If an employer fails to pay the minimum wage, the employee can file a claim before the authority appointed under which Act?
(A) The Payment of Wages Act, 1936
(B) The Minimum Wages Act, 1948
(C) The Industrial Disputes Act, 1947

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negotiations occur, ensuring a certain standard is maintained and preventing extreme exploitation of labour.

Based on the above source, attempt the following five questions.

256. Which factor is described as setting a potential ceiling on the wages that a firm can offer?
(A) The bargaining power of trade unions
(B) The employer's capacity to pay
(C) The prevailing cost of living
(D) The demand and supply of labour

257. According to the source, what is the direct consequence of a surplus of labour in the market?
(A) An increase in labour productivity
(B) A strengthening of trade union bargaining power
(C) A rise in the cost of living
(D) A tendency for wages to be depressed

258. The role of trade unions in wage determination is primarily associated with:
(A) collective bargaining for improved pay and conditions.
(B) setting government wage policies.
(C) determining the industry's capacity to pay.
(D) increasing the overall supply of labour.

259. The source suggests that the cost of living is a particularly important factor when:
(A) calculating the productivity of individual workers.
(B) assessing the profitability of a firm.
(C) fixing statutory minimum wages.
(D) negotiating wages for highly skilled labour.

260. Based on the paragraph, which of the following is NOT explicitly mentioned as a factor influencing wage levels?
(A) The level of national income distribution
(B) Government regulations and policies
(C) The productivity of the labour force
(D) The market forces of demand and supply

Direction : Please read the following source carefully.

Economists have proposed various wage theories to explain the principles governing wage determination. One of the earliest, the Subsistence Theory of Wages, often associated with David Ricardo, posited that wages tend to gravitate towards the minimum amount necessary for a worker to subsists and perpetuate the labour supply. According to this theory, if wages rise above the subsistence level, the population will increase, leading to a larger labour supply that drives wages back down. Conversely, if wages fall below this level, the labour force will diminish, causing wages to rise again. Another classical concept is the Wage Fund Theory, which suggests that there is a fixed fund of capital (the "wage fund") from which wages are paid. The average wage is determined by dividing this fund by the total number of workers. Therefore, any attempt by workers to raise wages could only succeed at the expense of either reducing the number of employed workers or the wages of others. A more modern approach is the Marginal Productivity Theory of Wages, which holds that under perfect competition, a worker will be paid a wage equal to the value of their marginal product—that is, the additional output generated by employing one more worker. This theory links wages directly to the contribution of the worker to the production process.

Based on the above source, attempt the following five questions.

261. According to the Subsistence Theory of Wages, what happens if wages rise significantly above the subsistence level?
(A) The wage fund increases, allowing for higher average wages.
(B) The marginal productivity of labour decreases, reducing wages.
(C) Employers are forced to reduce the number of workers employed.
(D) Population growth increases the labour supply, eventually lowering wages.

262. The Wage Fund Theory is based on the central premise that:
(A) wages are determined by the marginal output of the last worker hired.
(B) a predetermined, fixed amount of capital is available for paying wages.
(C) wages naturally tend toward the minimum level required for survival.
(D) wages should be equal for all workers regardless of their productivity.

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welfare objectives. A 'minimum wage' is the lowest remuneration that employers can legally pay their workers, designed to prevent exploitation and provide a basic subsistence level. A 'fair wage' is a more evolved concept, positioned above the minimum wage but below the living wage. It is determined by considering the industry's capacity to pay, the prevailing rates of wages in the same or similar occupations in the same or neighbouring localities, and the level of national income. The ultimate goal is the 'living wage,' which is a theoretical ideal that would provide for the bare necessities of life as well as some measure of comfort, education for children, protection against ill-health, and a provision for old age. The progression from minimum to fair to living wage represents an aspirational path for labour welfare and economic development.

Based on the above source, attempt the following five questions.

251. Which of the following wage types is defined as being determined by the industry's paying capacity and prevailing regional wage rates?
(A) Living Wage
(B) Fair Wage
(C) Nominal Wage
(D) Minimum Wage

252. What is the primary distinction between nominal wage and real wage as described in the paragraph?
(A) Nominal wage is the monetary amount, whereas real wage is its purchasing power.
(B) Nominal wage is for skilled workers, while real wage is for unskilled workers.
(C) Nominal wage is paid weekly, while real wage is calculated annually.
(D) Nominal wage is determined by law, while real wage is set by the employer.

253. According to the source, what does the concept of a 'living wage' encompass beyond the bare necessities of life?
(A) The industry's capacity to pay and the level of national income.
(B) Only the monetary payment adjusted for inflation.
(C) Provisions for education, health, and old age security.
(D) The legal lowest remuneration an employer can pay.

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254. The progression from minimum wage to living wage can be inferred as a representation of:
(A) a decline in the bargaining power of trade unions.
(B) a sequence of legislative acts for wage payment.
(C) a shift from monetary to non-monetary remuneration.
(D) an increasing standard of labour welfare and economic progress.

255. The fundamental purpose of establishing a 'minimum wage' is to:
(A) ensure that wages are equal to the industry's paying capacity.
(B) provide a level of remuneration that allows for a measure of comfort.
(C) prevent worker exploitation by setting a legal floor for wages.
(D) align workers' salaries with the national income level.

Direction : Please read the following source carefully.

The determination of wage levels within an economy is not arbitrary but is influenced by a complex interplay of various factors. Fundamentally, the forces of demand and supply of labour in the market play a pivotal role; a surplus of labour tends to depress wages, whereas a shortage pushes them up. Beyond market forces, the productivity of labour is a crucial determinant, as employers are more willing to pay higher wages to more productive workers who contribute greater value. The bargaining power of trade unions also significantly impacts wage outcomes, as strong, well-organized unions can negotiate for better pay and working conditions than individual workers might achieve alone. Furthermore, the prevailing cost of living in a region is a key consideration, especially in the fixation of minimum wages, as wages must be sufficient to cover the basic needs of a worker and their family. An employer's capacity to pay, which is linked to the profitability and financial health of the firm or industry, sets a ceiling on the wages that can be offered. Government regulations and wage policies, including statutory minimum wages, also create a framework within which wage

(A) Dearness allowance
(B) Cash value of any food concession
(C) None of the above
(D) All of the above

204. A construction company operating in multiple states must follow the minimum wage notifications of:
(A) The Central Government only.
(B) The respective State Governments in which it operates
(C) The State Government of the state where its head office is located.
(D) The highest minimum wage rate among all states it operates in.

205. Based on the Assertion (A) and Reason (R) given below, choose the correct option.
Assertion (A) : The Bargaining Theory of Wages suggests that wage rates can be influenced by non-market forces.
Reason (R) : The relative power of organized labor (unions) and organized capital (employer associations) can push wages above or below the level determined by supply and demand alone.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

206. 'Piece rate with a guaranteed time rate' is a type of wage plan that:
(A) Punishes slow workers severely.
(B) Is only applicable to managerial staff.
(C) Violates the Minimum Wages Act, 1948.
(D) Ensures a minimum safety-net income while still providing an incentive for higher production

207. A 'custom or usage' allowing for deductions from wages is valid under the Payment of Wages Act, 1936, only if:
(A) The appropriate government has authorized it by general or special order
(B) The employer deems it necessary.
(C) The custom has been prevalent for more than 10 years.
(D) The trade union agrees to it.

208. The main objective of the Equal Remuneration Act, 1976 is to prevent:
(A) Low wage payments in general.
(B) Discrimination on the grounds of sex in the matter of employment and remuneration
(C) Delays in wage payments.
(D) The non-payment of bonus.

209. Consider the following as mandatory obligations under labor laws:
1. Maintaining a register of wages paid to men and women workers.
2. Timely deposit of PF contributions for eligible employees.
3. Paying a minimum annual bonus of 8.33% regardless of profit.
4. Ensuring minimum wage is paid for all scheduled employments.
5. Paying gratuity to an employee who has served for 6 years upon their resignation.

Which of the above statement(s) is/are correct?
(A) 1, 2, and 3 only
(B) 1, 2, 3, 4, and 5
(C) 2, 4, and 5 only
(D) 1, 3, 4, and 5 only

210. An employee working in a seasonal establishment is eligible for gratuity if he has worked for at least 75% of the days on which the establishment was in operation during the season. This is a special provision under:
(A) The Payment of Gratuity Act, 1972
(B) The Payment of Bonus Act, 1965
(C) The Minimum Wages Act, 1948
(D) The EPF & MP Act, 1952

211. Which Act makes it the duty of the employer to pay the employer's contribution to the provident fund and also to deduct the employee's contribution from their wages?
(A) The Payment of Wages Act, 1936
(B) The Payment of Gratuity Act, 1972
(C) The Employees' Provident Fund and Miscellaneous Provisions Act, 1952
(D) The Payment of Bonus Act, 1965

212. What is the fundamental difference between 'wages' and 'bonus'?
(A) Wages are paid monthly, while bonus is paid daily.
(B) Wages are voluntary, while bonus is

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263. Which wage theory directly links a worker's remuneration to their specific contribution to production?
(A) The Subsistence Theory of Wages
(B) The Wage Fund Theory
(C) The Marginal Productivity Theory of Wages
(D) The Classical Wage Theory

264. What is the core argument of the Subsistence Theory concerning the long-term trend of wages?
(A) They will continuously increase with productivity.
(B) They will remain flexible based on the employer's profitability.
(C) They will be determined by the size of the aggregate wage fund.
(D) They will oscillate around the minimum level needed for survival.

265. An implication of the Wage Fund Theory is that a wage increase for one group of workers:
(A) could potentially result in fewer jobs or lower wages for others.
(B) leads to an overall increase in the subsistence level.
(C) is only possible if their marginal productivity increases.
(D) causes the wage fund to expand proportionally.

Direction : Please read the following source carefully.

Wage differentials, the observable differences in wage levels among various workers, occupations, industries, and geographical regions, are a persistent feature of labour markets. A primary reason for these differentials is the variation in skill, education, and training required for different jobs. Occupations that demand higher levels of expertise, longer periods of education, and specialized training typically command higher wages as compensation for the investment in human capital. Another significant factor is the nature of the work itself; jobs that are more dangerous, unpleasant, or involve higher risk tend to offer compensating wage differentials to attract a sufficient supply of labour. Regional disparities also contribute to wage differences, with wages often being higher in urban centers where the cost of living is greater and economic activity is more concentrated. Furthermore, market imperfections play a crucial role. The presence of non-competing groups, where mobility between different occupations is limited due to institutional or social barriers, can sustain wage gaps. Discrimination based on factors not related to productivity also leads to unjustified wage differentials. The varying strength of trade unions across industries and the differing profitability and paying capacity of firms further explain why wages for similar work can vary significantly.

Based on the above source, attempt the following five questions.

266. What is the term for the extra payment offered for jobs that are dangerous or unpleasant?
(A) Human capital investment
(B) Compensating wage differentials
(C) Regional wage parity
(D) Market imperfection premium

267. According to the source, which of the following is a primary reason for higher wages in occupations requiring advanced education?
(A) The presence of non-competing groups in those fields.
(B) The need to compensate for the investment in human capital.
(C) The higher cost of living in regions where these jobs are located.
(D) The greater strength of trade unions in professional occupations.

268. The paragraph identifies "non-competing groups" as a market imperfection that contributes to wage differentials. This concept refers to:
(A) limited mobility of labour between different occupations.
(B) firms that do not compete for the same product market.
(C) workers who are unwilling to join a trade union.
(D) industries with varying levels of profitability.

269. Based on the passage, which factor would most likely explain why a construction worker in a major metropolitan city earns more than a construction worker in a rural area for the same job?
(A) Differences in required skill and training.

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direct taxes. A certain percentage of this available surplus constitutes the allocable surplus, which is then distributed as a bonus among eligible employees. The Act specifies criteria for employee eligibility, generally based on salary or wage level and the number of days worked in an accounting year. To provide a safety net, the legislation mandates the payment of a minimum bonus (a specified percentage of the salary or a fixed amount, whichever is higher) even if the establishment has no allocable surplus or incurs a loss. Conversely, it also sets a cap on the maximum bonus payable to ensure business sustainability.

Based on the above source, attempt the following five questions.

281. What is the fundamental principle underlying The Payment of Bonus Act, 1965?
(A) Employees have a right to share in the profits they help create.
(B) Workers should be compensated for workplace injuries.
(C) Wages must be paid on time and without illegal deductions.
(D) Men and women must receive equal pay for similar work.

282. The term 'allocable surplus' in the context of the Act refers to:
(A) the gross profit of the establishment before any deductions.
(B) the portion of the available surplus designated for bonus distribution.
(C) the total wage bill of the establishment for the year.
(D) the minimum bonus amount payable in case of a loss.

283. What does the Act mandate regarding bonus payment in a year when the establishment incurs a loss?
(A) No bonus is required to be paid to any employee.
(B) A statutory minimum bonus must still be paid.
(C) Only the management staff is eligible for a bonus.
(D) The bonus payment is deferred to the next profitable year.

284. The Payment of Bonus Act, 1965, transforms the payment of bonus from a potential ex-gratia payment into a:
(A) statutory right of the employee.
(B) voluntary contribution by the employer.
(C) loan repayable by the employee.
(D) part of the monthly salary.

285. The calculation of the 'available surplus' under the Act involves deducting which of the following from gross profits?
(A) The total wages paid to employees.
(B) The minimum bonus amount to be paid.
(C) Prior charges such as depreciation and taxes.
(D) The desired profit margin of the shareholders.

Direction : Please read the following source carefully.

The Equal Remuneration Act, 1976, is a pivotal law aimed at correcting historical gender-based discrimination in the workplace. Its primary mandate is twofold. Firstly, it provides for the payment of equal remuneration to men and women workers for performing the same work or work of a similar nature. This principle is the cornerstone of the Act, seeking to eliminate wage disparities that arise purely on the basis of gender. The term 'work of a similar nature' is defined as work for which the skill, effort, and responsibility required are the same when performed under similar working conditions, and any differences between the work performed by men and women are not of practical importance. Secondly, the Act goes beyond just pay equity and prohibits discrimination against women on the grounds of sex in matters of recruitment, promotion, training, and transfer. The only exception allowed is when the employment of women in a particular category of work is prohibited or restricted by any other law. The Act requires employers to maintain registers and other documents in relation to the workers they employ, facilitating enforcement and oversight by designated authorities to ensure compliance with its provisions against gender-based discrimination.

Based on the above source, attempt the following five questions.

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Direction : Please read the following source carefully.

The Payment of Wages Act, 1936, is a crucial piece of labour legislation designed to be a remedy against unauthorized deductions and unjustified delays in the payment of wages. The Act's primary purpose is not to regulate the quantum of wages, which is the domain of other laws like the Minimum Wages Act, but to ensure that employees receive their earned wages in a timely and complete manner. It mandates a specific wage period, which cannot exceed one month, and stipulates the exact date by which wages must be paid, depending on the size of the establishment. A significant part of the Act is dedicated to defining and limiting the deductions that an employer can lawfully make from an employee's wages. It provides an exhaustive list of 'authorized deductions,' which include fines, deductions for absence from duty, damage to or loss of goods, and for services supplied by the employer, such as housing accommodation. Any deduction not specified in this list is deemed unauthorized and illegal. The Act thus protects workers from arbitrary financial penalties and ensures that the wages disbursed reflect the work performed, subject only to legally sanctioned subtractions. Its applicability is limited to employees below a certain wage ceiling, which is periodically revised by the government to keep pace with economic changes.

Based on the above source, attempt the following five questions.

276. What is the principal objective of The Payment of Wages Act, 1936?
(A) To ensure timely wage payment and prevent unauthorized deductions.
(B) To fix the minimum rates of wages for different industries.
(C) To provide for the payment of an annual statutory bonus.
(D) To enforce equal remuneration for male and female workers.

277. According to the source, the wage period stipulated under The Payment of Wages Act, 1936, cannot exceed:
(A) one week.
(B) fifteen days.
(C) one quarter.
(D) one month.

278. Which of the following is described as an 'authorized deduction' under the Act?
(A) A penalty for participating in a legal strike.
(B) A fine imposed for absence from duty.
(C) A deduction for the employer's business losses.
(D) A contribution to a political fund without the employee's consent.

279. How does The Payment of Wages Act, 1936, differ from The Minimum Wages Act, 1948, in its primary focus?
(A) The former applies to all employees, while the latter applies only to government workers.
(B) The former deals with bonuses, while the latter deals with gratuity.
(C) The former regulates the timing of payment, while the latter regulates the amount of wages.
(D) The former is a state law, while the latter is a central law.

280. The Act's protection against unauthorized deductions serves to:
(A) guarantee a promotion for senior employees.
(B) ensure workers are paid only on a piece-rate basis.
(C) set the maximum amount an employer can earn in profits.
(D) shield employees from arbitrary financial penalties by the employer.

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Direction : Please read the following source carefully.

The Payment of Bonus Act, 1965, institutionalizes the practice of sharing the prosperity of an establishment with its employees. It is predicated on the principle that workers who contribute to the profits of an enterprise should be entitled to a share in them. The Act makes the payment of an annual bonus a statutory obligation for employers of certain establishments, thereby converting a potential ex-gratia payment into a legal right for employees. A central mechanism of the Act is the calculation of 'available surplus' and 'allocable surplus'. The available surplus is computed from the gross profits of an establishment after allowing for specific prior charges like depreciation and

Wage differentials are legitimate variations in pay that reflect different job characteristics and labor market conditions. They often compensate for the unpleasantness of certain tasks or high training costs required for specialized roles. Geographical immobility of labor also causes regional variations in wage levels. These differentials are not illegal; rather, they serve as economic signals to allocate labor efficiently across different sectors and regions while rewarding individuals for their unique skills and efforts.

17. (B) Fair Wage
The concept of a fair wage is inherently linked to the financial capacity of the industry and the specific firm. While every employer is legally obligated to pay the statutory minimum wage regardless of profit levels, the payment of a fair wage depends on the organization's ability to afford a higher standard. Therefore, if a company faces poor financial capacity, it will struggle to meet fair wage expectations that go beyond bare survival needs.

18. (A) The Employees' Unemployment Insurance Scheme
The Employees' Provident Fund and Miscellaneous Provisions Act of 1952 is a comprehensive social security legislation that provides three specific schemes. These include the Provident Fund Scheme for retirement savings, the Pension Scheme for regular post-retirement income, and the Deposit-Linked Insurance Scheme for death benefits. However, this act does not currently provide for an unemployment insurance scheme. Such benefits are typically handled under different legislative frameworks or specific government social welfare initiatives.

19. (C) One month
The Payment of Wages Act of 1936 mandates that the person responsible for paying wages must fix a specific wage period. The act strictly stipulates that no wage period shall exceed one month. This regulation ensures that workers receive their remuneration at regular and frequent intervals, preventing long delays that could cause financial hardship. Common wage periods used in various industries include daily, weekly, or monthly cycles, provided they stay within the legal limit.

20. (D) 2, 3, 1, 4
The Payment of Wages Act was enacted in 1936 to regulate payment timing and deductions. Following this, the Minimum Wages Act was introduced in 1948 to protect unorganized labor. The Payment of Bonus Act came in 1965, linking worker benefits to organizational profits. Lastly, the Equal Remuneration Act was established in 1976 to eliminate gender discrimination in pay. This sequence reflects the historical evolution of Indian labor legislation over several decades to enhance worker welfare.

21. (C) The Equal Remuneration Act, 1976
The Equal Remuneration Act of 1976 is centered on the principle of providing equal pay for the same work or work of a similar nature. This concept requires that when workers perform tasks requiring similar skills, effort, and responsibility under similar working conditions, there should be no discrimination in wages based on gender. This act aims to eliminate historical pay gaps and ensure that the value of work is recognized regardless of whether the employee is male or female.

22. (A) Both A and R are true and R is the correct explanation of A.
Gratuity is recognized as a social security measure because it provides a lump-sum financial benefit to employees at the end of their service. The Payment of Gratuity Act mandates this payment as a token of appreciation for long and continuous service to an organization. By providing this terminal benefit, the act helps ensure financial stability for workers during retirement or upon termination, thereby fulfilling the core objective of social security and long-term labor welfare.

23. (D) 8.33%
The Payment of Bonus Act of 1965 requires employers to pay a minimum bonus to every eligible employee who has worked for at least thirty days in an accounting year. This minimum bonus is fixed at 8.33 percent of the salary or wage earned by the employee during that year. This obligation exists regardless of whether the employer has an allocable surplus, ensuring that all workers receive a basic share of the company's annual economic activity.

24. (A) 1, 3, and 4

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286. What is the first primary mandate of The Equal Remuneration Act, 1976?
(A) To ensure timely payment of wages to all workers.
(B) To regulate the payment of gratuity upon termination of employment.
(C) To set minimum wage rates for scheduled employments.
(D) To mandate equal pay for men and women for similar work.

287. The Act prohibits gender discrimination not only in remuneration but also in:
(A) the calculation of allocable surplus for bonus.
(B) the determination of the employer's capacity to pay.
(C) matters of recruitment, promotion, and training.
(D) the formation of trade unions within the establishment.

288. 'Work of a similar nature' under the Act is defined based on the sameness of:
(A) the job title and department.
(B) the skill, effort, and responsibility required.
(C) the number of hours worked per day.
(D) the gender of the supervisor.

289. Under what circumstance does the Act permit an exception to the rule against discrimination in the employment of women?
(A) If the employer's business is incurring financial losses.
(B) If male employees have more seniority.
(C) If the establishment employs fewer than ten workers.
(D) If another law prohibits or restricts the employment of women in that work.

290. What is the purpose of requiring employers to maintain registers under this Act?
(A) To facilitate enforcement and oversight of its anti-discrimination provisions.
(B) To calculate the amount of provident fund contribution.
(C) To determine the eligibility for annual bonus payments.
(D) To track the profit and loss of the company.

Direction : Please read the following source carefully.

The Payment of Gratuity Act, 1972, is a significant social security legislation in India, designed to provide a terminal benefit to employees as a reward for long and meritorious service. Gratuity is a lump-sum payment made by an employer to an employee upon the cessation of their employment. The Act makes this payment a statutory liability for employers in covered establishments, which include factories, mines, oilfields, plantations, ports, railway companies, shops, and other establishments employing ten or more persons. An employee becomes eligible for gratuity after completing a continuous service of at least five years. However, this five-year condition is not applicable in cases of termination of employment due to death or disablement. The amount of gratuity payable is calculated based on a specific formula: fifteen days' wages for every completed year of service or part thereof in excess of six months. The 'wages' for this purpose are considered as the last drawn wages by the employee. The Act also provides for a ceiling on the maximum amount of gratuity that can be paid, which is subject to revision by the government. This legislation ensures that long-serving employees have a financial cushion upon retirement, resignation, or in unfortunate circumstances like death or disablement.

Based on the above source, attempt the following five questions.

291. What is the primary purpose of The Payment of Gratuity Act, 1972?
(A) To ensure monthly wages are paid on time.
(B) To provide a statutory annual bonus to employees.
(C) To offer a terminal lump-sum benefit for long service.
(D) To mandate equal pay for men and women.

292. What is the minimum period of continuous service an employee must typically complete to become eligible for gratuity?
(A) Five years
(B) One year
(C) Three years
(D) Ten years

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ANSWERS

1. (B) The total monetary and non-monetary benefits paid for services rendered.
Wages refer to all remuneration capable of being expressed in terms of money, which would, if the terms of employment, expressed or implied, were fulfilled, be payable to a person employed in respect of his employment or of work done. This includes both monetary and non-monetary benefits provided for services rendered to the employer. It encompasses basic salary, allowances, and perquisites associated with the job performance.

2. (A) The amount of time the worker has spent at the workplace.
In a time wage system, remuneration is directly linked to the duration for which a worker provides services. Payment is calculated based on hours, days, weeks, or months spent at the workplace, regardless of the volume of production achieved. This method ensures income stability for employees and simplifies payroll administration. It is particularly effective for tasks where quality is prioritized over speed or where individual output is difficult to measure.

3. (C) It guarantees a stable and fixed income for the employee.
The piece wage system establishes a direct link between worker earnings and productivity levels. While it incentivizes higher output and improves organizational efficiency, it does not guarantee a stable or fixed income. Employee earnings fluctuate based on the quantity produced during a specific period. This lack of financial certainty can cause stress for workers compared to time-based systems. It is commonly applied in manufacturing where output is easily quantifiable.

4. (A) Both Statement I and Statement II are correct.
Wage differentials represent variations in pay among workers based on skill levels, experience, and job requirements. These differences also manifest across various occupations, industries, and geographical regions due to economic factors like cost of living and labor supply. Such variations are essential for rewarding higher expertise and encouraging labor mobility towards regions or sectors with higher demand. Both statements accurately describe the fundamental nature and scope of these wage variations.

5. (C) The employer's ability to pay.
An employer's ability to pay is a critical internal factor that determines the ceiling for the wage structure within an organization. It depends on the company's financial health, profitability, and overall economic performance. While external factors like market rates and legislation set the minimum requirements, the internal financial capacity dictates how much a firm can realistically offer its employees. This factor ensures the long-term sustainability and competitiveness of the business.

6. (B) David Ricardo
David Ricardo developed the subsistence theory of wages, which suggests that market wages naturally gravitate toward the minimum amount required for a worker's survival. This concept posits that if wages rise above this level, the labor supply increases, eventually pushing wages back down. Conversely, if wages fall too low, the population decreases, reducing labor supply and raising wages. It emphasizes the biological minimum necessary for maintaining the workforce.

7. (D) The Schedule
The Minimum Wages Act of 1948 applies specifically to the employments listed in its Schedule. This Schedule is divided into two parts, covering various industrial and agricultural sectors. The appropriate government has the authority to add new categories of employment to this list based on prevailing labor conditions. By listing these employments, the legislation ensures that workers in these specific sectors are protected from exploitation through statutorily fixed wages.

8. (A) Shadow Wage

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(B) minimum wage, bonus, and gratuity.
(C) equal pay, timely wages, and job security.
(D) housing allowance, medical benefits, and travel concession.

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(B) The presence of discrimination in rural areas.
(C) Regional disparities in cost of living and economic activity.
(D) The inherent risk of the work being higher in the city.

270. Which of the following is NOT mentioned in the text as a reason for wage differentials?
(A) The requirement for specialized skill and training.
(B) The profitability and paying capacity of firms.
(C) The existence of discrimination in the labour market.
(D) The level of international trade and globalization.

Direction : Please read the following source carefully.

The Minimum Wages Act, 1948, stands as a landmark piece of social legislation in India, enacted with the primary objective of preventing the exploitation of labour in sectors where workers are vulnerable and their bargaining power is weak. The Act empowers the 'appropriate government'—either the Central or State government, depending on the employment—to fix minimum rates of wages for occupations listed in a schedule appended to the Act. These are referred to as 'scheduled employments.' The legislation does not prescribe a uniform national minimum wage but instead provides a mechanism for setting wages on a location-specific and sector-specific basis. The process involves a committee-based method or a notification method, both of which require consultation with representatives of employers and employees. A key feature of the Act is its provision for the periodic revision of minimum wages, typically at intervals not exceeding five years, to account for changes in the cost of living and other economic conditions. The Act aims to ensure that workers in unorganized sectors receive a wage sufficient to cover their basic needs, thereby providing a measure of social justice and security. The wages fixed can be based on time, piece-rate, or a combination, and may include variable dearness allowance.

Based on the above source, attempt the following five questions.

271. What is the main objective of The Minimum Wages Act, 1948?
(A) To establish a uniform national minimum wage for all industries.
(B) To mandate equal pay for equal work for men and women.
(C) To prevent labour exploitation in vulnerable, unorganized sectors.
(D) To regulate the payment of annual bonuses to employees.

272. The term 'scheduled employments' in the context of The Minimum Wages Act, 1948, refers to:
(A) all jobs in the public sector.
(B) occupations for which the government is empowered to fix minimum wages.
(C) permanent employment with social security benefits.
(D) jobs that require a fixed schedule of working hours.

273. Who is designated as the 'appropriate government' responsible for fixing minimum wages under the Act?
(A) Only the Central government for all employments.
(B) The local municipal authorities.
(C) The judiciary and labour courts.
(D) The Central or State government, depending on the employment.

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274. The Act requires that minimum wages be revised periodically, primarily to:
(A) account for changes in the cost of living.
(B) align wages with the profitability of the company.
(C) reduce wage differentials between organized and unorganized sectors.
(D) simplify the wage structure by removing allowances.

275. According to the paragraph, what is a key procedural requirement for the fixation or revision of minimum wages?
(A) Unilateral decision-making by the employer.
(B) A mandatory vote by all employees in the establishment.
(C) Consultation with representatives of both employers and employees.
(D) Approval from the Supreme Court of India.

Common wage systems include time wages, based on duration of work, and piece wages, based on production quantity. Task wages combine these elements by setting a specific output for a given time. However, the term shadow wage refers to a theoretical or accounting concept used in economic analysis to reflect the true opportunity cost of labor. It is not a standard type of wage payment system used in industrial relations or labor legislation.

9. (C) The timely payment of wages and prevention of unauthorized deductions.
The Payment of Wages Act of 1936 focuses on ensuring that workers receive their earned remuneration without delay or unjustified reductions. It regulates the payment periods and specifies permissible deductions that an employer can legally make from an employee's salary. By providing a clear legal framework, the act protects workers from arbitrary financial losses and ensures they have timely access to their funds for personal and family needs.

10. (B) Both A and R are true but R is not the correct explanation of A.
The Equal Remuneration Act of 1976 serves the dual purpose of prohibiting gender-based discrimination in recruitment and ensuring equal pay for similar work. While both assertions regarding recruitment protection and the objective of equal pay are true, the specific goal of equal pay for same work does not directly explain why discrimination in recruitment is prohibited. Instead, the recruitment clause is a distinct provision aimed at ensuring fair access to employment.

11. (D) Five years
Under the Payment of Gratuity Act of 1972, an employee becomes eligible for receiving gratuity only after they have rendered continuous service for a minimum period of five years. This terminal benefit serves as a reward for the worker's long-term loyalty and contribution to the organization. However, the requirement for five years of continuous service is waived in cases where employment is terminated due to the death or disablement of the employee.

12. (B) A statutory right of the employee linked to profit or productivity.
The Payment of Bonus Act of 1965 transformed the concept of bonus from a voluntary ex-gratia payment into a statutory right for employees. It mandates that establishments meeting certain criteria must share a portion of their profits or productivity gains with their workforce. This system ensures that workers benefit from the financial success of the organization, fostering a sense of partnership and motivating them to contribute toward higher organizational performance levels.

13. (A) P-4, Q-1, R-2, S-3
The Minimum Wages Act focuses on fixing floor-level wages in scheduled employments to prevent exploitation. The Payment of Wages Act regulates the timeliness of payments and lists authorized deductions to protect earnings. The Equal Remuneration Act ensures there is no gender-based discrimination in wage levels. Finally, the Payment of Gratuity Act provides social security for employees after long continuous service. These acts collectively establish essential labor standards and financial protections in India.

14. (D) Contribution of the last worker hired to the total output.
The marginal productivity theory of wages suggests that the wage rate in a competitive labor market is determined by the value of the incremental output produced by the last worker hired. Employers will continue to employ additional labor up to the point where the cost of hiring another worker equals the revenue generated by that worker's production. This theory assumes that all workers are homogeneous and that there is perfect competition in the market.

15. (A) A living wage ensures comfort; a fair wage is between minimum and living wages.
A living wage represents an ideal standard that provides for basic needs plus health, education, and social security for a worker's family. In contrast, a fair wage is a practical standard that sits between the statutory minimum wage and the ideal living wage. It is determined by considering the employer's capacity to pay, prevailing wage rates in the industry, and the level of national income to ensure social justice.

16. (B) 1, 2, and 4

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293. Under which circumstance is the condition of minimum continuous service for gratuity eligibility waived?
(A) In the case of resignation to join a competitor.
(B) When the company undergoes a merger.
(C) If the employee takes voluntary retirement before five years.
(D) Upon termination due to death or disablement.

294. The amount of gratuity is calculated based on fifteen days' wages for every completed year of service. The 'wages' in this formula refer to the:
(A) average wages over the entire service period.
(B) last drawn wages by the employee.
(C) minimum wage fixed for that employment.
(D) starting wage at the time of joining.

295. The Payment of Gratuity Act, 1972, applies to establishments such as factories, mines, and shops that employ:
(A) any number of persons.
(B) five or more persons.
(C) ten or more persons.
(D) fifty or more persons.

Direction : Please read the following source carefully.

The Employees' Provident Fund and Miscellaneous Provisions Act, 1952, is a cornerstone of social security in India, aimed at promoting savings and providing financial security for employees in their post-retirement life or to their dependents in case of premature death. The Act mandates the establishment of a contributory provident fund where both the employee and the employer make regular monetary contributions. This accumulated amount, along with interest, is paid to the employee upon retirement. The Act is comprehensive and encompasses three distinct schemes. The primary one is the Employees' Provident Fund Scheme (EPF), which is the main savings vehicle. The second is the Employees' Pension Scheme (EPS), which diverts a portion of the employer's contribution to a pension fund to provide a monthly pension to members upon retirement. The third is the Employees' Deposit Linked Insurance Scheme (EDLI), which provides a life insurance cover to the members. In the event of an employee's death while in service, their nominee receives a lump-sum payment. This multi-faceted approach ensures that employees are covered not just for retirement savings but also have a pension and life insurance, creating a robust social safety net for the organised workforce.

Based on the above source, attempt the following five questions.

296. What is the fundamental objective of The Employees' Provident Fund and Miscellaneous Provisions Act, 1952?
(A) To regulate the payment of wages and prevent unauthorized deductions.
(B) To provide for the payment of an annual bonus based on profits.
(C) To ensure equal remuneration for work of a similar nature.
(D) To promote savings and provide financial security after retirement.

297. The provident fund established under the Act is a 'contributory' fund, which means:
(A) both the employer and the employee make contributions.
(B) only the employer contributes to the fund.
(C) only the employee contributes to the fund.
(D) the government makes all contributions on behalf of the employee.

298. Which of the three schemes under the Act is specifically designed to provide a monthly income to members after retirement?
(A) The Employees' Provident Fund Scheme (EPF)
(B) The Employees' Pension Scheme (EPS)
(C) The Employees' Deposit Linked Insurance Scheme (EDLI)
(D) The Employees' Gratuity Scheme (EGS)

299. What benefit is provided under the Employees' Deposit Linked Insurance Scheme (EDLI)?
(A) A monthly pension upon retirement.
(B) A life insurance cover for the employee.
(C) A lump-sum savings amount upon retirement.
(D) A bonus payment linked to company profits.

300. The comprehensive nature of the EPF & MP Act, 1952, provides a social safety net that includes:
(A) retirement savings, pension, and life insurance.

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The Employees' Provident Fund and Miscellaneous Provisions Act applies to factories and specified establishments employing twenty or more persons. It is a contributory scheme where both the employer and the employee make monthly deposits into the fund. The act is administered by the Central Board of Trustees, ensuring a tripartite oversight of the social security funds. It does not provide unemployment benefits but focuses on retirement, pension, and insurance for workers across various specified industrial sectors.

25. (C) The Payment of Wages Act, 1936
The Payment of Wages Act of 1936 is the primary legislation governing the legality of deductions from an employee's salary. It specifies the conditions under which fines can be imposed and limits the total amount of such deductions to prevent exploitation. In the case of property damage, the act outlines the procedures the employer must follow to justify the deduction. This framework ensures that workers are protected against arbitrary or excessive penalties that could unfairly reduce their earnings.

26. (A) Subsistence Theory
The subsistence theory of wages, often called the iron law of wages, posits that wages always tend toward the minimum level necessary for a worker's survival and the reproduction of the labor force. If wages rise, the population increases, leading to an oversupply of labor that pushes wages down. If wages fall, the population decreases, creating a labor shortage that raises wages back to the subsistence level. It emphasizes a biological equilibrium in the labor market.

27. (A) P-4, Q-3, R-1, S-2
Minimum wage represents the statutory floor ensuring bare subsistence for workers. A fair wage sits between the minimum and living wages, considering the industry's capacity to pay and prevailing rates. Living wages provide a higher standard of living, including comfort and efficiency for the worker's family. Real wage reflects the actual purchasing power of the nominal earnings after adjusting for inflation and cost of living. These concepts define the standards of living provided through different wage levels.

28. (A) Both Statement I and Statement II are correct.
The Minimum Wages Act of 1948 empowers the government to regulate the duration of a normal working day and ensure adequate rest intervals. Additionally, the act protects workers who are required to work beyond these fixed hours by mandating overtime pay. This overtime must be paid at a rate that is at least double the ordinary rate of wages. These provisions collectively prevent the overwork of employees and ensure they are fairly compensated for extra labor and time.

29. (C) Minimum Wages Act, 1948 : Payment in kind for all industries
While the Minimum Wages Act of 1948 generally mandates the payment of wages in cash, it allows for payment in kind only under specific circumstances authorized by the government. This is not a universal rule for all industries. The other pairs are correct: the Bonus Act involves allocable surplus, the Equal Remuneration Act focuses on similar work, and the Gratuity Act outlines disqualification grounds. Payment in kind remains a restricted exception rather than a general rule.

30. (D) The Central Government or the State Government depending on the employment
Under the Minimum Wages Act, the jurisdiction of the appropriate government depends on the specific nature of the employment. The Central Government is the authority for employments carried out by or under the authority of the central government, such as railways, mines, or oilfields. For most other types of employment, the respective State Government acts as the appropriate government. This division ensures that wage regulations are administered by the authority most closely connected to the specific sector.

31. (A) 1, 2, and 3
Wage differentials occur at various levels, including differences between industries, specific occupations within an industry, and personal characteristics of individual workers. Inter-industry differentials reflect varying economic conditions across sectors, while occupational differentials account for different skill requirements. Personal differentials reward individual experience and efficiency.

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Geographical differentials are also common due to varying regional costs of living and are not illegal in India, provided they comply with minimum wage laws and other statutory requirements.

32. (B) The appropriate Government
The Minimum Wages Act of 1948 provides the appropriate government with the power to add any employment to the Schedule if it believes that minimum wages should be fixed for workers in that sector. This process involves giving at least three months' notice through a notification in the official gazette. This flexibility allows the government to extend labor protections to new or emerging industries where workers might be vulnerable to exploitation or have weak bargaining power.

33. (B) Bargaining Theory of Wages
The bargaining theory of wages suggests that wage levels are determined by the relative strength and negotiation skills of employers and trade unions. Unlike theories based on biological needs or mathematical productivity, this approach recognizes that wages are often the result of collective bargaining. The final wage rate usually falls within a range where the upper limit is the maximum the employer can pay and the lower limit is the minimum the workers will accept.

34. (A) Deduction for contribution to a political fund
The Payment of Wages Act of 1936 provides a strictly defined list of permissible deductions to protect the worker's earnings. These include fines, deductions for absence from duty, and recovery of losses due to negligence. However, an employer cannot legally deduct money from an employee's wages for contributions to a political fund. Such a deduction is unauthorized and violates the core objective of the act, which is to ensure that workers receive their full earned remuneration.

35. (A) Both A and R are true and R is the correct explanation of A.
The Payment of Bonus Act of 1965 sets a maximum limit on the bonus payable to employees, typically capped at twenty percent of their annual salary or wages. This ceiling is designed to prevent excessive financial strain on establishments during highly profitable years. By limiting the maximum payout, the law aims to balance the interests of the workers in sharing profits with the need for the organization to retain capital for reinvestment and maintain long-term financial stability.

36. (D) Sickness, accident, or leave with wages
For the purposes of the Payment of Gratuity Act, continuous service includes periods where work is interrupted by circumstances beyond the employee's control or through authorized absences. Absences due to sickness, accidents, or leave with wages do not break the continuity of service required for gratuity eligibility. This protective provision ensures that workers are not penalized for legitimate health issues or using their earned leave, thereby safeguarding their right to terminal benefits after years of dedication.

37. (C) Tripartite body with representatives of government, employers, and employees.
The Central Board of Trustees, which manages the Employees' Provident Fund, operates on a tripartite principle. This means it includes representatives from the government, employers' organizations, and employees' trade unions. This structure ensures that the interests of all key stakeholders are considered in the administration and investment of social security funds. By involving both labor and management alongside the government, the board maintains a balanced and transparent approach to managing the welfare of millions of workers.

38. (B) A register of wages paid to workers
To ensure effective compliance with its provisions, the Equal Remuneration Act of 1976 requires every employer to maintain a detailed register of the workers employed by them. This register must specifically document the wages and other remuneration paid to both male and female employees. Such records are essential for inspectors to verify that there is no gender-based discrimination in pay and that the principle of equal pay for similar work is being strictly upheld.

39. (D) 1, 2, 3, and 5
The Payment of Bonus Act applies to factories and establishments with twenty or more employees. It mandates cash payments to eligible workers whose salaries fall below the prescribed

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limit. While the act generally links bonuses to profits, it also requires a minimum bonus even when no profit is made. Crucially, any employee dismissed for serious misconduct, such as fraud, is disqualified from receiving a bonus. This combination of rules ensures both worker welfare and organizational discipline.

40. (A) The Authority appointed under the Payment of Wages Act
If an employee faces delays or non-payment of wages, they can seek redress by filing a claim before the specific authority appointed under the Payment of Wages Act of 1936. This authority has the power to hear cases regarding unauthorized deductions or the failure to pay wages within the prescribed time limits. By providing a specialized administrative mechanism, the act ensures that workers can recover their due earnings through a faster process than a traditional civil court.

41. (C) The variation in wages received by different groups of workers.
Wage differentials refer to the systemic differences in remuneration levels among various groups of workers. these variations can be based on several factors, including the type of occupation, the industry, geographical location, or individual characteristics like skill and experience. Such differentials are a natural part of the labor market, reflecting the varying demand for different types of work and the compensation required for jobs that involve higher risks, extensive training, or more responsibility.

42. (A) 3, 1, 2
In the hierarchy of wage standards, the minimum wage is the base level required to satisfy bare physical needs for survival. A fair wage represents an intermediate level that considers the employer's capacity to pay and the prevailing market conditions. The living wage is the highest ideal, providing for health, education, and social security beyond basic needs. Therefore, the progression moves from subsistence levels toward a standard of frugal comfort and improved quality of life for workers.

43. (D) The employer's capacity to pay.
When fixing or revising minimum wages under the 1948 Act, the government focuses on the worker's survival needs and prevailing economic conditions, such as the cost of living index. It consults with committees and considers public feedback. Crucially, the employer's individual capacity to pay is not considered a valid reason for fixing wages below the statutory minimum. This principle ensures that the most vulnerable workers are protected from exploitation, regardless of a firm's financial health.

44. (B) The Payment of Bonus Act, 1965
The Payment of Bonus Act includes unique 'set on' and 'set off' provisions to stabilize bonus payments over several years. If the allocable surplus in a profitable year exceeds the maximum bonus limit, the excess is 'set on' for future years. Conversely, if there is a deficit or loss, the amount needed for the minimum bonus is 'set off' against future surpluses. This mechanism ensures that employees receive a relatively consistent bonus despite annual fluctuations in profits.

45. (B) P-4, Q-1, R-2, S-3
Scheduled employment is a term used under the Minimum Wages Act to identify sectors where wages are regulated. Continuous service is the eligibility criterion for benefits under the Payment of Gratuity Act. Allocable surplus is the specific financial term used in the Payment of Bonus Act to determine the amount available for distribution. Remuneration is the broader definition of pay used within the Equal Remuneration Act to ensure gender-based equality in wages and all other employee benefits.

46. (D) 3%
The Payment of Wages Act of 1936 sets a strict limit on the total amount of fines that can be imposed on an employee during any single wage period. It stipulates that the total fine shall not exceed three percent of the wages payable to the employee for that specific period. This restriction prevents employers from excessively reducing a worker's earnings through fines, thereby ensuring that the primary income of the employee remains largely protected for their survival.

47. (A) The total capital available for paying wages (the wage fund) divided by the number of workers.
The wage fund theory, proposed by classical economists like J.S. Mill, suggests that wages are determined by the ratio between a fixed amount

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in the management of long-term retirement and welfare benefits.

63. (A) Differences in the degree of unionization across industries.
Inter-industry wage differentials persist because labor markets are not perfectly uniform. A major factor is the varying strength of trade unions across different sectors; industries with high unionization levels often secure better wages through collective bargaining. Other contributing factors include differences in industry profitability, the level of technology used, and the specific skill sets required. These variations mean that workers with similar basic skills may earn different amounts depending on the specific industry they are employed in.

64. (B) P-2, Q-1, R-4, S-3
Gratuity can be forfeited if an employee is terminated for riotous conduct that causes financial loss to the employer. Bonus disqualification occurs when an employee is dismissed for committing fraud within the establishment. Deductions from wages are permissible when an employee's neglect or default leads to property damage or loss. Claims for non-payment of minimum wages are mandatory payments that cannot be waived or avoided through any individual or collective agreement between the employer and the employee.

65. (D) Statement I is incorrect, but Statement II is correct.
The Payment of Wages Act does not apply to all employees; it contains a specific wage ceiling that limits its coverage to workers earning below a certain monthly threshold. However, the statement regarding the form of payment is correct, as the act mandates that wages must be paid in current coins or currency notes. This ensures that workers receive liquid assets for their labor, although the act now also permits payment by cheque or bank transfer with written authorization.

66. (A) The appropriate government or an officer authorized by it
Complaints regarding violations of the Equal Remuneration Act, such as gender-based pay discrimination or unfair recruitment practices, must be filed before the specific authority designated by the appropriate government. This is usually a labor officer or a designated commission with the power to investigate the claim and provide relief. This specialized grievance mechanism ensures that issues of gender equality are handled by experts in labor standards rather than being caught in lengthy general civil court proceedings.

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67. (C) 1, 2, and 3
The core objectives of these three laws represent essential pillars of labor welfare. The Minimum Wages Act focuses on fixing statutory floor wages for scheduled employments to prevent exploitation. The Payment of Gratuity Act provides a retirement benefit that rewards long and continuous service to an organization. The Equal Remuneration Act targets gender equality by prohibiting discrimination in pay and recruitment. Together, these regulations ensure basic financial security, reward loyalty, and promote social equity in the workplace.

68. (D) Willful omission or negligence causing damage to the employer's property
While gratuity is a statutory right, it can be forfeited to the extent of the damage caused if an employee's services are terminated for willful negligence or omission. This provision allows an employer to recover actual financial losses resulting from the employee's misconduct. However, forfeiture is not automatic and must be linked to a termination specifically on these grounds. This balances the employee's right to retirement benefits with the employer's right to protect their property from intentional or reckless harm.

69. (C) Diverting a part of the employer's contribution to the EPF and a contribution from the Central Government.
The Employees' Pension Scheme of 1995 is funded through a specific mechanism where a portion of the employer's monthly contribution to the provident fund is diverted to the pension fund. In addition to this, the Central Government also contributes a small percentage to help sustain the scheme. This combined funding ensures that employees receive a regular monthly pension after retirement without requiring additional monthly deductions from their own base salary, making it a sustainable social security model.

For calculating gratuity under the 1972 Act, the daily wage of a monthly-rated employee is determined by dividing their last drawn monthly salary by twenty-six. This calculation assumes twenty-six working days in a month, accounting for four weekly holidays. This standardized formula ensures consistency in determining the fifteen days of wages for each completed year of service. Using this divisor results in a slightly higher daily rate compared to using a thirty-day month, benefiting the retiring employee.

56. (A) 1 and 2
The Minimum Wages Act provides two distinct methods for fixing or revising wages: the committee method and the notification method. The government can choose either of these based on the circumstances. The committee method utilizes expert inquiries, while the notification method allows for public representations on proposed rates. Revision is required at least every five years to keep pace with economic changes. These flexible procedures allow the government to establish fair wage levels based on thorough research and consultation.

57. (C) Bonus
A bonus is frequently described as a 'deferred wage' because it is often seen as a payment that fills the gap between the actual wage received and the ideal living wage. It represents a share of the year's profits or productivity that is paid out at a later date, typically annually. This concept suggests that if workers were already paid a full living wage, the statutory requirement for a bonus might be viewed differently in an economic or social context.

58. (A) Francis A. Walker
Francis A. Walker propounded the residual claimant theory, which suggests that wages are determined after all other factors of production have been paid. According to this view, rent, interest, and profits are fixed by independent laws, and the remaining portion of the total production goes to the workers as wages. Therefore, labor is the 'residual claimant' of the product of industry. If production increases due to higher efficiency, the workers, being the residual claimants, benefit from the entire surplus.

59. (D) 20%
The Payment of Bonus Act of 1965 stipulates both a minimum and a maximum limit for bonus payments. While the minimum is 8.33 percent, the maximum bonus payable in any accounting year is capped at twenty percent of the employee's annual salary or wages. This upper limit ensures that while workers share in the company's prosperity during exceptionally profitable years, the payout does not reach levels that might compromise the organization's future investment capacity or long-term financial stability.

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60. (B) 1, 3, 2
The Employees' Provident Funds Scheme was the first to be introduced in 1952, focusing on retirement savings. It was followed by the Employees' Deposit-Linked Insurance Scheme in 1976, which provides death benefits to the legal heirs of employees. Finally, the Employees' Pension Scheme was launched in 1995 to provide regular monthly income after retirement. This sequence shows the historical expansion of social security benefits managed by the central provident fund organization to cover different life risks for workers.

61. (C) It represents the purchasing power of the nominal wage.
Real wage is a critical economic concept that measures the actual quantity of goods and services an employee can buy with their nominal or cash wages. It is calculated by adjusting the nominal wage for changes in the cost of living or the general price level. If prices rise faster than wages, the real wage decreases even if the cash amount remains the same. This metric is the true indicator of a worker's standard of living and economic well-being.

62. (D) The Employees' Provident Fund and Miscellaneous Provisions Act, 1952
The administration of the Employees' Provident Fund is handled by the Central Board of Trustees, which is a classic example of a tripartite body. It includes representatives from the central and state governments, employers' associations, and employees' trade unions. This structure ensures that all major stakeholders have a voice in the governance and investment of the social security funds. Such tripartite cooperation is essential for maintaining trust and transparency

An incentive wage plan or piece-rate system is designed to reward workers based on their individual output or efficiency. In this system, earnings are directly proportional to the amount of work completed or the number of units produced. This approach motivates employees to work harder and improve their productivity, as their financial reward is directly linked to their performance. It is most effective in industries where output is easily measurable and the quality of work remains standardized regardless of speed.

93. (C) A sum proportional to the period of absence.
Under the Payment of Wages Act, an employer can only deduct an amount for absence from duty that is proportional to the time the worker was actually missing. For example, if a worker is absent for half a day, the deduction cannot exceed the wages for that half-day. The act forbids employers from imposing additional financial penalties beyond the lost time. This ensures that deductions are fair and directly related to the actual loss of labor provided by the employee during that period.

94. (D) The basic wage or salary, and any additional emoluments whatsoever payable in cash or in kind.
The Equal Remuneration Act uses a very broad definition of remuneration to ensure that gender-based discrimination cannot be hidden in different types of benefits. It includes not just the basic salary, but also all allowances, bonuses, and perquisites provided in cash or kind. By covering every form of compensation an employee receives for their work, the law ensures that the principle of equal pay for equal work is applied comprehensively to all parts of the total pay package.

95. (A) His or her nominee or, if no nomination is made, to his or her heirs.
To ensure that terminal benefits reach the intended recipients quickly after an employee's death, the Payment of Gratuity Act requires the funds to be paid to the designated nominee. If the employee has not made a nomination, the gratuity is paid to their legal heirs. If the heir is a minor, the amount is deposited with the controlling authority for the benefit of the minor. This system prevents long legal disputes and ensures financial support for the worker's family during a crisis.

96. (B) 1 and 3
The Employees' Provident Fund is a vital retirement savings tool for salaried workers. While it is primarily meant for post-retirement use, the scheme allows members to make partial withdrawals for specific life events, such as marriage, education, or house construction. These withdrawals provide financial flexibility during significant family needs. However, the interest rates are decided by the Central Board of Trustees in consultation with the government, and taxability depends on the duration of service and specific prevailing income tax laws.

97. (B) Social customs and perceptions that undervalue work typically done by women.
Persistent gender pay gaps often stem from deep-seated social perceptions that undervalue professions traditionally dominated by women. These biases can lead to lower wage rates for tasks that require significant skill and effort but are viewed as 'female-oriented.' The Equal Remuneration Act aims to combat these prejudices by mandating that wages be determined by the objective requirements of the job—such as skill and responsibility—rather than the gender of the person performing the task, thus promoting workplace equity.

98. (A) Gross Profit
Available surplus is a technical term used in the calculation of bonus. It is derived from the gross profit of the establishment for that accounting year. To find the available surplus, the employer deducts 'prior charges,' which include depreciation, direct taxes, and a specific return on capital and reserves. This process ensures that the company's essential operational and tax obligations are met before the final pool of funds available for employee bonuses is determined and distributed among the eligible workforce.

99. (C) Employees in organized sectors with strong trade unions and high wages.
The Minimum Wages Act is a protective measure intended for vulnerable workers in scheduled employments who lack bargaining power. Workers in highly organized sectors with strong trade unions usually negotiate wages that are

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70. (A) Both A and R are true and R is the correct explanation of A.
Geographical wage differentials persist because local economic conditions vary significantly across different regions. Even in a globalized economy, the cost of housing, food, and services differs from one city to another, influencing the wages required for subsistence. Furthermore, the local supply of specific skills and regional government policies also play a role. Employers must adjust their wage scales to these local factors to attract and retain labor in specific areas, leading to persistent regional pay variations.

71. (D) Prevent exploitation of unorganized labor.
A fundamental objective of the Minimum Wages Act of 1948 is to protect workers in the unorganized sector who lack the collective bargaining power to negotiate fair pay. By statutorily fixing a minimum wage for various scheduled employments, the law prevents employers from paying 'sweated' wages that fall below the level of subsistence. This intervention ensures that even the most vulnerable workers receive a basic income sufficient to meet their essential needs and maintain a decent existence.

72. (A) Five years
The Minimum Wages Act mandates that the appropriate government must review and, if necessary, revise the minimum rates of wages at regular intervals. This review must take place at least once every five years. This periodic revision is essential to ensure that the statutory wages keep pace with inflation and changes in the cost of living index. By requiring regular updates, the law helps maintain the purchasing power of the wages paid to workers in scheduled employments.

73. (C) Deduction for damage to machinery due to a cyclone.
The Payment of Wages Act allows deductions only for losses caused by the employee's own neglect or default. Damages caused by natural disasters, such as a cyclone, are considered acts of God and are not the responsibility of the worker. Therefore, an employer cannot legally deduct money from an employee's wages to recover such losses. Permissible deductions include house accommodation, advances, and taxes, but they must always be linked to specific services provided or employee-related actions specified in the act.

74. (A) 2 and 3
The Equal Remuneration Act of 1976 applies to both the public and private sectors. Key provisions include the mandatory formation of an advisory committee to help increase employment opportunities for women. It also strictly prohibits any gender-based discrimination during the recruitment process for similar roles. Furthermore, the act's definition of remuneration is broad, covering not just basic wages but also all emoluments and benefits. This comprehensive approach ensures that gender equality is pursued across all aspects of employment.

75. (D) The wage expressed in monetary terms.
Nominal wage, also known as money wage, refers to the total amount of money paid to a worker in exchange for their labor, without adjusting for inflation or the cost of living. It is the numerical figure stated in the employment contract or on a paycheck. While nominal wages indicate the cash value of earnings, they do not accurately reflect an individual's actual standard of living unless considered alongside the prevailing prices of essential goods and services in the market.

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76. (B) An employee who was dismissed from service for theft of company property.
The Payment of Bonus Act includes specific disqualification clauses to maintain workplace discipline. Any employee who is dismissed from service for fraud, riotous behavior, or theft and sabotage of company property loses their right to receive a bonus for the relevant accounting year. This provision ensures that the statutory benefit of profit-sharing is reserved for employees who maintain a basic standard of conduct and do not engage in acts that intentionally harm the employer's establishment or property.

77. (C) Their average earnings over the preceding three months.
For employees who are paid on a piece-rate basis, the daily wage for calculating gratuity is determined by their average earnings over the three months immediately preceding the termination of their employment. This method accounts for the natural fluctuations in piece-rate earnings and provides a fair representation of the

worker's typical income level. This standardized approach ensures that piece-rated workers receive a gratuity amount that is proportional to their actual recent productivity and earning capacity before leaving the organization.

78. (D) Available Surplus
In the context of the Payment of Bonus Act, allocable surplus is a specific portion of the 'available surplus' that is designated for distribution among employees as a bonus. For most companies, it is fixed at sixty percent of the available surplus. The available surplus itself is calculated by taking the gross profit and subtracting prior charges like depreciation and taxes. This structured formula ensures that the bonus is directly linked to the organization's net financial performance after meeting its essential obligations.

79. (A) Providing social security and retirement benefits.
The Employees' Provident Fund and Miscellaneous Provisions Act of 1952 is a cornerstone of social security in India. Its primary goal is to foster a culture of long-term savings among workers and ensure they have a substantial financial corpus upon retirement. By providing provident fund, pension, and insurance benefits, the act helps protect employees and their families against the risks of old age, disability, or death, thereby enhancing the overall economic security of the industrial workforce.

80. (B) The requirement of different levels of skill, training, and responsibility.
Occupational wage differentials exist because different jobs require varying levels of expertise, education, and responsibility. A highly skilled professional who has invested years in training typically earns more than an unskilled worker performing basic tasks. These differentials are necessary to incentivize individuals to acquire advanced skills and to reward those who take on more complex or hazardous roles. Such pay variations reflect the relative scarcity of talent and the varying value of different tasks within the labor market.

81. (D) Statement I is incorrect, but Statement II is correct.
While the general rule under the Minimum Wages Act is that wages must be paid in cash, the legislation allows for significant flexibility. The appropriate government has the power to authorize the payment of minimum wages either wholly or partly in kind if it believes such a practice is customary or necessary in a particular employment. Additionally, the government can authorize the supply of essential commodities at concessional rates, which is then considered part of the minimum wage payment.

82. (A) Appropriate Government
The coverage of the Payment of Wages Act is determined by a wage ceiling, which is the maximum monthly salary an employee can earn while still being protected by the act's provisions. This ceiling is periodically updated by the appropriate government through a notification in the official gazette. These updates are necessary to account for inflation and general increases in wage levels, ensuring that the act continues to protect its target group of lower and middle-income industrial workers from payment delays.

83. (C) 1, 3, and 4
The Payment of Gratuity Act applies to establishments with ten or more employees and covers various sectors, including mines and ports. It mandates a terminal benefit after five years of continuous service, though there is a statutory cap on the maximum amount payable. The gratuity is typically calculated at fifteen days' wages per year, not thirty. These provisions ensure that long-serving employees receive a standardized financial reward that is protected by law but limited to a reasonable maximum amount.

84. (D) Labour working under exploitative conditions with very low wages.
The term 'sweated labor' refers to workers who are subjected to harsh conditions, extremely long hours, and very low wages, often in unorganized or small-scale industries. These workers typically lack the bargaining power or union representation to improve their situation. The Minimum Wages Act was specifically designed to eliminate this type of exploitation by setting a legal floor for wages. This intervention ensures that even the most vulnerable workers are guaranteed a wage that meets basic subsistence standards.

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85. (C) Market Theory of Wages (Demand and Supply Theory)
The market theory of wages, also known as the demand and supply theory, posits that labor is a commodity whose price is determined by the interaction of market forces. The demand for labor comes from employers based on productivity, while the supply comes from workers based on population and individual preferences. The equilibrium wage rate is where the quantity of labor demanded equals the quantity supplied. This theory highlights how market dynamics influence wage levels in a competitive economy.

86. (A) Both A and R are true and R is the correct explanation of A.
One of the key features of the Employees' Provident Fund is the portability of accounts through the Universal Account Number. When an employee changes jobs, their accumulated provident fund balance can be transferred to their new employer. This continuity is essential for maximizing long-term savings and ensuring that social security benefits are not disrupted by career moves. By facilitating these transfers, the act helps workers build a substantial retirement corpus over their entire working life across different organizations.

87. (D) To provide for the payment of gratuity upon retirement.
The Payment of Bonus Act focuses specifically on sharing profits or productivity gains with employees through an annual payment. Its objectives include establishing a statutory liability for employers to pay a bonus and providing clear formulas for its calculation. It also sets minimum and maximum limits to protect both workers and employers. The payment of gratuity is an entirely different social security benefit governed by the 1972 Gratuity Act, focusing on long-term service rather than annual profitability or productivity levels.

88. (A) At least half of the total members shall be women.
The Equal Remuneration Act mandates the creation of an advisory committee to help the government increase employment opportunities for women. To ensure that the committee is truly representative and understands the challenges faced by female workers, the law requires that at least one-half of its members must be women. This composition ensures that women's perspectives are central to the policy recommendations made by the committee, helping to create a more equitable labor market for all genders.

89. (C) When wages have been paid after the prescribed time limit.
A legal claim under the Payment of Wages Act arises when an employer fails to pay the earned remuneration within the timeframes specified by the act. It also applies when unauthorized or excessive deductions have been made from a worker's salary. The act provides a specific administrative process for workers to recover these delayed or withheld wages. This specialized mechanism is designed to protect the worker's immediate financial interests and ensure they are not unfairly deprived of their primary source of income.

90. (A) 2, 4, 3, 1
The committee method for fixing minimum wages begins with the appointment of committees and sub-committees to investigate labor conditions. These bodies hold inquiries and provide formal advice to the government regarding appropriate wage rates. The government then consults the advisory board to coordinate these recommendations across different sectors. The process concludes when the finalized revised wages are published in the official gazette, making them legally binding for all specified scheduled employments and providing clear notice to all stakeholders.

91. (A) P-4, Q-1, R-2, S-3
The Payment of Wages Act was established in 1936 to ensure regular salary payments. The Minimum Wages Act followed in 1948 to provide a floor level of earnings for unorganized sectors. In 1965, the Payment of Bonus Act was enacted to share organizational profits with employees. Finally, the Payment of Gratuity Act of 1972 introduced a statutory terminal benefit for long-serving workers. These laws form the core of Indian labor remuneration regulations, each addressing a different aspect of worker financial security.

92. (B) Incentive wage plan or piece-rate system

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of capital set aside for wages and the total number of workers. According to this theory, the only way to increase average wages is to either increase the total capital in the fund or decrease the number of laborers. It assumes that wages are paid out of past accumulated savings rather than current production.

48. (A) Both Statement I and Statement II are correct.
The Payment of Gratuity Act allows for the forfeiture of this terminal benefit under specific conditions of serious misconduct. If an employee's services are terminated for riotous or disorderly behavior, or any act of violence, the employer may forfeit the gratuity. This forfeiture can be partial or total, depending on the extent of the damage or loss caused by the employee's actions. These provisions serve as a deterrent against indiscipline while protecting the employer's legitimate financial interests.

49. (B) The Equal Remuneration Act, 1976
The Equal Remuneration Act of 1976 strictly prohibits employers from paying different wages to male and female employees who perform the same work or work of a similar nature. Any policy that mandates a lower pay scale for women based solely on their gender is a direct violation of this legislation. The act aims to ensure social justice in the workplace by mandating that remuneration be based on job requirements and performance rather than gender identity.

50. (A) An assurance benefit to the legal heir in case of the employee's death during service.
The Employees' Deposit-Linked Insurance Scheme of 1976 provides essential life insurance coverage for all employees who are members of the provident fund. In the unfortunate event of an employee's death while in service, the scheme ensures that a lump-sum assurance benefit is paid to their nominee or legal heir. This benefit is linked to the average balance in the employee's provident fund account, providing crucial financial support to the bereaved family during a difficult transition.

51. (C) 2, 3, and 5
External factors influencing wages are those that exist outside the individual organization and are largely beyond its direct control. These include the regional cost of living, the prevailing wage rates for similar work in the industry, and the collective bargaining power of trade unions. In contrast, internal factors like a firm's specific ability to pay and the individual productivity of its workers are managed within the company. External factors help standardize wage levels across different firms and regions.

52. (D) Any gratuity payable on the termination of employment.
While the Payment of Wages Act uses a broad definition for wages, including basic pay, allowances, and overtime, it explicitly excludes certain terminal and social security benefits. Specifically, gratuity payable upon the termination of employment is not considered part of 'wages' under this act. This distinction is important because gratuity is governed by its own separate legislative framework. Other exclusions include pension contributions and specific travel concessions provided by the employer for the worker's personal use.

53. (A) Both A and R are true and R is the correct explanation of A.
The Minimum Wages Act was specifically enacted to protect workers in 'sweated' industries where labor is unorganized and possesses very little bargaining power. By statutorily fixing a floor level of wages for scheduled employments, the law prevents employers from exploiting vulnerable workers through extremely low pay. This intervention ensures that even in the absence of strong trade unions, workers receive a wage sufficient to meet their basic survival needs, thereby upholding fundamental labor standards.

54. (B) The appropriate Government
The administration and enforcement of the Equal Remuneration Act are the responsibility of the appropriate government, which could be central or state depending on the establishment. This authority appoints inspectors to verify records and ensures that the principle of equal pay for equal work is maintained. They also handle complaints and oversee the functioning of advisory committees. This governmental oversight is crucial for identifying gender-based discrimination and ensuring that all workers are treated fairly in the labor market.

55. (D) The monthly rate of wages divided by 26.

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significantly higher than the statutory minimums through collective bargaining. For these groups, the act's floor levels are irrelevant because their market-driven or negotiated earnings already far exceed the minimum legal requirements. The act focuses its regulatory efforts where worker exploitation is most likely to occur.

100. (A) Both Statement I and Statement II are correct.
Following specific judicial decisions and subsequent legislative amendments, the definition of 'employee' under the Payment of Gratuity Act was expanded to include teachers. This ensures that educators in various institutions can receive terminal benefits for their long-term service. This change corrected a previous exclusion and recognized the importance of providing social security to those in the teaching profession. As a result, teachers are now eligible for gratuity under the same conditions and formulas as other industrial and commercial employees.

101. (A) Both A and R are true and R is the correct explanation of A.
The Payment of Wages Act strictly regulates the imposition of fines to prevent employers from unfairly reducing a worker's earnings. These restrictions include limits on the total amount of the fine and the requirement to follow a proper procedure before a fine is levied. By providing these protections, the law ensure that fines are used only as a legitimate disciplinary tool rather than as a means for arbitrary wage theft, thereby safeguarding the worker's primary source of financial subsistence.

102. (B) 5 years
For the purpose of calculating gratuity, the Payment of Gratuity Act includes a provision where a fraction of a year exceeding six months is rounded up and treated as a full year of service. Therefore, if an employee has worked for four years and eight months, this period is treated as five years for the final calculation. This rounded-up figure is then used in the formula to determine the total gratuity amount, resulting in a benefit that favors the retiring or departing employee.

103. (D) It provides for a monthly pension after retirement, death, or disablement.
The Employees' Pension Scheme of 1995 is a defined contribution social security scheme that provides long-term financial support through regular monthly payments. Unlike the provident fund, which gives a lump sum, the pension scheme ensures a steady income stream for the employee after retirement or in the event of permanent disablement. Additionally, the scheme provides survivor pensions for the family in case of the member's death, offering essential long-term security against the loss of the primary breadwinner's regular earning capacity.

104. (A) 1, 2 and 3
The subsistence theory, often called the 'iron law of wages,' suggests wages gravitate toward a survival minimum. The marginal productivity theory determines pay based on incremental output, but assumes perfect competition. The bargaining theory recognizes that wages are often negotiated between labor and management. However, the wage fund theory incorrectly posits that wages depend on a fixed capital fund rather than national income or productivity. These different perspectives highlight the complexity of how labor market earnings are determined and understood.

105. (C) Fair Wage
A fair wage is a middle-ground concept in the hierarchy of wage standards. It is higher than the statutory minimum wage, which only covers bare survival, but it is lower than the ideal living wage, which provides full comfort. The determination of a fair wage considers the employer's capacity to pay, the prevailing wage rates in similar occupations, and the level of national income. It aims to provide workers with a standard of living that is both just and economically sustainable.

106. (A) The employer.
Under the Employees' Provident Fund and Miscellaneous Provisions Act, the primary responsibility for paying the employer's share of the contribution lies solely with the employer. The employer must also deduct the employee's share from their wages and deposit both portions with the EPFO. The employer cannot legally recover their own share of the contribution from the employee's salary. This mandatory contribution is part of the employer's statutory obligation to provide social security and retirement benefits to their workforce.

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mix further ensure that wages remain diverse across different geographical areas.

137. (C) The Payment of Wages Act, 1936
The Payment of Wages Act includes a specific provision that bars civil courts from entertaining suits for wage recovery if the matter can be settled through the authority appointed under the act. This ensures that wage disputes are handled through a specialized, faster administrative mechanism rather than being delayed in regular civil litigation. By directing these claims to a designated labor authority, the act provides workers with a more accessible and efficient way to recover their earned remuneration and authorized deductions.

138. (A) The Minimum Wages Act, 1948
The Minimum Wages Act provides for the creation of an Advisory Board to help the government manage the complex task of wage fixation. This board coordinates the work of various committees and sub-committees that investigate labor conditions in different scheduled employments. Its role is to ensure consistency and provide expert guidance to the government before any final decisions are made on setting or revising wage rates. This advisory structure is essential for maintaining a fair and balanced statutory wage system.

139. (A) Both Statement I and Statement II are correct.
To ensure that employees always receive their gratuity, even if an employer faces financial trouble, the Payment of Gratuity Act provides for compulsory insurance. Every employer, except those in the government sector, must obtain an insurance policy from the LIC or another authorized insurer to cover their total gratuity liability. This mandates that funds are set aside gradually over time, protecting the workers' terminal benefits from the risks associated with the employer's future insolvency or poor financial management.

140. (B) A wage difference based on gender or race for the same job.
Non-compensating wage differentials are those that do not reflect differences in job difficulty, risk, or skill requirements. Instead, they often result from discrimination or labor market imperfections. A wage gap based solely on gender or race for the exact same work is the most prominent example of an unjust, non-compensating differential. In contrast, higher pay for hazardous work or jobs requiring more education are 'compensating' because they reward the worker for the extra effort, risk, or personal investment involved.

141. (C) An apprentice under the Apprentices Act, 1961.
The Payment of Bonus Act uses a specific definition of 'employee' that excludes apprentices who are registered under the Apprentices Act of 1961. Since these individuals are primarily in a training role rather than a regular employment relationship, they do not have a statutory right to a share of the profits. However, other workers, including temporary, part-time, or seasonal employees, are eligible for a bonus provided they have worked for the minimum required thirty days in the relevant accounting year.

142. (B) P-4, Q-3, R-2, S-1
The concepts of set on and set off are used to manage bonus payments during varying profit years. Forfeiture of gratuity is a penalty for specific types of misconduct that lead to termination. The Minimum Wages Act requires overtime payment at double the ordinary rate for work beyond standard hours. The Equal Remuneration Act strictly prohibits discrimination based on gender during the recruitment process. These provisions ensure fairness and protection across different labor laws, covering profit-sharing, terminal benefits, hourly pay, and gender equality.

143. (A) No, because the Act applies to establishments with 20 or more employees.
The Payment of Bonus Act of 1965 has a specific applicability threshold based on the size of the workforce. It generally applies only to factories and other establishments that employ twenty or more persons on any day during an accounting year. If an organization has only fifteen employees, it is not statutorily required to comply with the act's bonus provisions. However, the government has the power to extend the act to smaller establishments through a specific notification in the official gazette.

144. (B) 20 or more persons.

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bare subsistence provided by the minimum wage. According to judicial interpretations, a living wage should be sufficient to provide a worker and their family not just with food, clothing, and shelter, but also with provisions for health, the education of children, social security, and protection against ill-health. It represents a level of 'frugal comfort' that allows for a full and decent human existence.

115. (C) The Central Government
The Central Government has the power to expand the coverage of the Employees' Provident Fund and Miscellaneous Provisions Act by adding new industries to Schedule I. This is done through a notification in the official gazette after giving appropriate notice. This authority allows the government to extend social security benefits to workers in emerging sectors as the industrial landscape changes. Once an industry is added, all qualifying establishments within that sector must comply with the provident fund and pension requirements.

116. (D) The Equal Remuneration Act, 1976
The Equal Remuneration Act strictly prohibits gender-based discrimination during the recruitment process. An employer cannot refuse to hire a qualified candidate based solely on their sex for work that is the same or of a similar nature. By mandating gender-neutral hiring practices, the act aims to ensure that all individuals have equal access to employment opportunities. Any company that explicitly prefers one gender over another for a role without a valid occupational necessity is in direct violation of this legislation.

117. (C) The Act provides for fixing differential rates of minimum wages for different scheduled employments.
The Minimum Wages Act is designed to be flexible, allowing the government to fix different rates based on the specific requirements of each scheduled employment. These rates can vary according to the level of skill involved, the age of the worker, or the specific region where the work is performed. This approach ensures that the statutory wage is appropriate for the nature of the task and the local economic conditions, while still maintaining a mandatory floor level for all covered sectors.

118. (C) A true but R is false.
While wage differentials are indeed a natural feature of a market economy, the reason provided is incorrect. Jobs vary significantly in the level of skill, effort, and responsibility required, and individual workers have different productivity levels. These variations in job requirements and personal abilities are precisely what lead to the existence of wage differentials. Differentials serve as incentives for workers to acquire specialized skills and as a means of compensating for jobs that are particularly difficult or hazardous.

119. (D) The Payment of Wages Act, 1936
The Payment of Wages Act specifies clear deadlines for the payment of remuneration based on the number of workers in an establishment. For factories with fewer than one thousand employees, wages must be paid by the seventh day of the following month. For larger establishments, the limit is the tenth day. Any delay beyond these statutory deadlines is a violation of the act. These rules ensure that workers can rely on a timely income to meet their own monthly financial obligations.

120. (A) 3, 1, 2
The subsistence theory was one of the earliest wage concepts, focusing on biological survival during the classical economic era. Later, the marginal productivity theory emerged, linking wages to the incremental output of labor under competitive conditions. The bargaining theory is a more modern development that acknowledges the influence of organized labor and collective negotiations on wage determination. This progression reflects the shift in economic thought from purely physical and market constraints toward more complex organizational and power-driven factors in wage setting.

121. (C) (Monthly rate of wage x 15) / 26
To calculate the fifteen days of wages for gratuity, the standardized formula uses a divisor of twenty-six for monthly-rated employees. This accounts for the average number of working days in a month, excluding weekly holidays. By dividing the last drawn monthly wage by twenty-six and then multiplying by fifteen, the resulting figure represents a fair half-month's pay. This standardized approach prevents disputes and ensures that retiring workers across different

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166. (B) The nature of the product market (e.g., monopoly vs. competition).
Inter-industry wage differentials are often driven by the economic environment in which an industry operates. For example, firms in a monopoly or an oligopoly market often earn higher profits and can afford to pay higher wages compared to firms in highly competitive sectors with thin margins. Other factors include the level of capital intensity and technological advancement in the industry. These market-driven differences mean that the same type of labor can earn significantly different wages depending on the sector's overall profitability.

167. (D) Wage Fund Theory
The wage fund theory is often criticized by modern economists for its oversimplified view of the labor market. By assuming a fixed, predetermined 'fund' for wages, the theory ignores the fact that wages are actually paid from current production and can be increased through higher productivity. Furthermore, it fails to account for the role of trade unions and collective bargaining in influencing wage levels. This rigid classical approach was eventually replaced by more dynamic theories that recognize the various social and organizational factors in wage determination.

168. (A) Both A and R are true and R is the correct explanation of A.
The Minimum Wages Act is a classic example of protective labor legislation because it intervenes in the market to protect the most vulnerable workers. In unorganized sectors, where workers lack collective bargaining power, employers could easily pay wages below the level of subsistence. By statutorily fixing a floor-level wage, the act ensures that even in these sectors, workers are guaranteed a basic income. This protection is a fundamental part of the state's responsibility to ensure social justice and prevent labor exploitation.

169. (C) Within 8 months
The Payment of Bonus Act mandates that the bonus must be paid in cash to the employee within a period of eight months from the close of the accounting year. This timeframe allows the employer enough time to finalize the company's annual accounts and calculate the available and allocable surplus. If there is a dispute regarding the bonus, the payment period may be extended, but for standard cases, this eight-month limit ensures that workers receive their share of profits in a timely manner.

170. (A) Participation in a legal strike which causes financial loss to the employer
Participation in a legal strike is a recognized right of workers and cannot be used as a ground for the forfeiture of gratuity. The Payment of Gratuity Act allows for forfeiture only in cases of serious misconduct that lead to termination, such as riotous behavior, acts of violence, or offenses involving moral turpitude. It also allows for forfeiture to recover losses caused by the employee's willful negligence. However, legitimate industrial actions like legal strikes are protected and do not jeopardize a worker's terminal benefits.

171. (D) The nature of the industry and whether it is controlled by the central authority (e.g., railways, mines, banks)
In Indian labor law, the 'appropriate government' depends on which authority has the primary jurisdiction over a specific industry. For industries under the direct control of the central government, such as railways, ports, mines, and major banks, the Central Government is the appropriate authority. For most other industries, factories, and establishments, the respective State Government holds this responsibility. This division ensures that labor regulations are administered by the level of government most closely associated with the sector's oversight and regulation.

172. (B) P-2, Q-1, R-4, S-3
The Central Board of Trustees is responsible for managing the provident fund and pension schemes. The authority appointed under the Payment of Wages Act adjudicates claims regarding delayed or unauthorized deductions from earnings. The controlling authority handles matters related to the determination and payment of gratuity benefits. Finally, the advisory committee on remuneration provides guidance on enhancing employment opportunities for women. These bodies ensure the effective administration of various statutory

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manage the collection of contributions and the distribution of benefits for the provident fund, pension, and deposit-linked insurance schemes. It serves millions of workers in various industrial and commercial establishments across both the public and private sectors. It does not primarily act as a mediator in general industrial disputes, as that role is typically handled by labor courts and tribunals.

130. (A) 12 months from the date the wages were due.
Under the Payment of Wages Act, an employee who has faced unauthorized deductions or delays in payment must file their claim before the designated authority within twelve months. This time limit ensures that disputes are brought forward while evidence is still fresh. While the authority has the power to admit claims after twelve months if the worker provides a sufficient cause for the delay, this one-year period is the standard timeframe for seeking legal redress for unpaid or deducted remuneration.

131. (C) Fair Wage
The determination of a fair wage is a balancing act between the needs of the workers and the economic reality of the business. Unlike the minimum wage, which must be paid regardless of a company's financial status, a fair wage explicitly takes into account the capacity of the industry to pay. This ensures that the wage level is high enough to provide a decent standard of living but not so high that it would bankrupt the employers or cause widespread unemployment within the sector.

132. (A) Both A and R are true and R is the correct explanation of A.
Piece-rate systems are highly effective at boosting productivity because they create a clear and immediate financial incentive for workers to increase their speed and output. Since earnings are tied directly to each unit produced, employees are motivated to work more efficiently and reduce idle time. This direct link between individual effort and financial reward is why industries that prioritize high-volume production often prefer piece-rate plans over time-based systems, provided that the quality of work can be effectively monitored and maintained.

133. (C) The employer is liable to pay damages and may face prosecution.
Under the EPF & MP Act, the employer has a non-negotiable duty to deposit both the employer and employee contributions into the fund on time. Failure to do so is a serious legal offense. The employer becomes liable to pay compensatory damages and interest on the defaulted amount. Furthermore, persistent failure to comply can lead to criminal prosecution and imprisonment. These strict penalties are designed to protect the social security rights of employees and ensure that their retirement savings are not compromised.

134. (B) Subsistence Theory : David Ricardo
David Ricardo is the economist most closely associated with the subsistence theory of wages, which he popularized as the 'iron law of wages.' This theory posits that wages naturally settle at a level just high enough to maintain the worker's life. Other economists mentioned are associated with different theories: Adam Smith discussed the market theory, J.S. Mill propounded the wage fund theory, and the marginal productivity theory was developed later by neoclassical economists rather than Smith or Mill.

135. (D) At least double the ordinary rate of wages.
The Minimum Wages Act provides strong protections for workers who are required to work beyond the fixed normal working hours. It mandates that any such overtime work must be compensated at a rate that is at least double the ordinary rate of wages. This high rate serves two purposes: it fairly compensates workers for the additional strain and loss of leisure time, and it acts as a financial deterrent for employers against overworking their employees beyond the standard legal limits.

136. (A) A uniform national minimum wage law.
A uniform national minimum wage law would actually work to reduce or eliminate wage differentials between regions by mandating a single pay floor everywhere. In reality, regional wage variations persist because of factors like differing costs of living, restrictions on labor mobility, and varying regional amenities. Local differences in the supply and demand for specific types of labor also contribute to these pay gaps. Regional differences in productivity and industry

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107. (D) A male and a female worker earning the same amount for the same job.
Wage differentials refer to variations in pay between different groups of workers. A male and a female worker earning the same amount for identical work represents wage equality, not a differential. In contrast, differences in earnings between professions, such as doctors and clerks, or between different geographical locations, are classic examples of differentials. Such variations are common and reflect differences in skills, training, responsibility, or cost of living, whereas equal pay for similar work is a mandatory requirement under gender equality laws.

108. (B) The Minimum Wages Act, 1948
The Minimum Wages Act of 1948 generally mandates that all wages must be paid in cash. However, it allows for payment in kind, or the supply of essential commodities at concessional rates, only if specifically authorized by the appropriate government. Any employer wishing to use such non-cash methods must ensure they are in compliance with these statutory restrictions. This oversight prevents employers from overvaluing non-monetary benefits to avoid paying the full monetary minimum wage required by law for the worker's subsistence.

109. (C) 30 days
The Payment of Gratuity Act mandates that an employer must pay the amount of gratuity to an eligible employee within thirty days from the date it becomes payable. Usually, this is the date the employee leaves the organization or retires. If the employer fails to pay within this timeframe, they are liable to pay simple interest on the delayed amount. This strict time limit ensures that retiring or departing employees receive their terminal benefits promptly to support their post-employment transition.

110. (A) P-4, Q-2, R-1, S-3
The subsistence theory suggests wages stay at a bare survival level. The marginal productivity theory determines wages based on the output of the final worker hired. The bargaining theory emphasizes the role of trade unions and collective negotiations in setting pay rates. Lastly, the wage fund theory posits that wages depend on a fixed capital fund relative to the number of workers. Each theory offers a different perspective on labor market dynamics and the various factors that influence the determination of employee earnings.

111. (D) Statement I is incorrect, but Statement II is correct.
The Payment of Bonus Act does not apply to every employee; it includes a specific salary limit that excludes high-earning management personnel. However, the act does provide a clear statutory formula for calculating bonuses based on the organization's profits or productivity. This system ensures that when an establishment thrives, its workers receive a fair share of that success. This profit-sharing mechanism aims to align the interests of the employees with the overall financial health and performance of the organization.

112. (B) It determines the employee's eligibility and the quantum of gratuity.
The concept of continuous service is the foundation of the Payment of Gratuity Act. It is used to determine if an employee has met the five-year threshold for eligibility and to calculate the total number of years for the final payment formula. Continuous service includes authorized leave and interruptions beyond the worker's control, ensuring that legitimate absences do not reset the eligibility clock. This protection is essential for ensuring that long-serving employees receive the full reward for their career-long dedication.

113. (B) 1, 2, and 4
The Payment of Wages Act focuses on the administrative aspects of remuneration rather than fixing wage rates themselves. It regulates when wages must be paid and strictly lists the permissible deductions an employer can make. Furthermore, it provides a specialized authority to handle claims for delayed or unpaid wages. However, it does not fix minimum wage rates—which is the purpose of the 1948 Act—nor is it limited only to the agricultural sector, covering a wide range of industrial and commercial establishments.

114. (A) Health, decency, comfort, and education of children.
The living wage is an aspirational standard in Indian labor jurisprudence. It goes beyond the

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The Employees' Provident Fund and Miscellaneous Provisions Act is mandatory for every establishment that is a factory in a specified industry or any other establishment employing twenty or more persons. This threshold ensures that the social security and administrative costs of the scheme are applied to organizations with a minimum scale of operations. Once an establishment reaches this size, it must register with the EPFO and begin making regular contributions for its eligible employees to ensure their long-term financial security.

145. (B) 1 and 3
External factors are those that are determined by the broader economy and labor market rather than by the individual decisions of a single firm. The overall demand and supply of labor in the market and the general cost of living in a region are classic external factors that an employer must respond to. In contrast, internal factors like a specific firm's ability to pay and the productivity of its own workers are variables that the management can directly influence through its own operations.

146. (A) The appropriate government or a designated authority after considering the skills, ifort, and responsibility required
When disputes arise about whether two jobs are similar enough to require equal pay, the authority designated under the Equal Remuneration Act makes the final decision. This determination is not arbitrary; it must be based on an objective assessment of the skill, effort, and responsibility required for each job, as well as the conditions under which the work is performed. This professional evaluation ensures that the principle of 'equal pay for similar work' is applied fairly based on actual job demands.

147. (C) 10th day of the following month.
The Payment of Wages Act sets different deadlines for wage payments based on the size of the establishment. In industrial establishments or factories where one thousand or more persons are employed, the employer must ensure that wages are paid before the expiry of the tenth day after the last day of the wage period. For smaller establishments with fewer than one thousand workers, the deadline is earlier, being the seventh day of the following month. These rules ensure timely income for all workers.

148. (D) The termination of employment after five years of continuous service.
The statutory right to receive gratuity is triggered when an employee's service is terminated after they have completed at least five years of continuous employment. This termination can be due to superannuation, retirement, resignation, or even death or disablement. Gratuity is meant to be a terminal benefit that provides financial support as the worker transitions out of the organization. The five-year requirement is a standard threshold to ensure that the benefit is a reward for a significant period of dedication to the employer.

149. (C) Subsistence Theory
The subsistence theory of wages is famously known as the 'iron law of wages.' This name reflects the theory's rigid prediction that market wages will always, through the forces of population growth and labor supply, be pushed back down to the bare minimum level required for human survival. Classical economists argued that this was an inescapable natural law of the economy, suggesting that any temporary increase in wages would be neutralized by a subsequent increase in the workforce, leading to permanent subsistence-level earnings.

150. (A) Both A and R are true and R is the correct explanation of A.
The Employees' Provident Fund is considered a self-financing social security scheme because the funds used to provide benefits are generated entirely from the contributions made by employers and employees. The government does not fund the individual provident fund accounts from its general tax revenues. This contributory model ensures that the system is sustainable and that the benefits received by workers are directly linked to the savings they and their employers have accumulated over the course of their working lives.

151. (D) 2, 3, and 4
The Minimum Wages Act is a gender-neutral piece of legislation that mandates equal pay for both men and women performing the same work. It allows the government great flexibility

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sectors receive their terminal benefits based on a consistent and favorable mathematical formula.

122. (A) It determines the maximum wage an employer can afford to pay without incurring losses.
An employer's ability to pay is a critical economic constraint in wage determination. While laws set the minimum wage floors, the actual wage level often depends on the organization's profitability and financial health. A firm with higher profits can afford to pay fair or living wages, while a struggling company might only meet the statutory minimums. This factor ensures that wage increases are sustainable and do not lead to business failure or widespread job losses within a specific industry.

123. (D) The Employees' Provident Fund and Miscellaneous Provisions Act, 1952
The Universal Account Number is a key administrative feature introduced by the EPFO to simplify the management of provident fund benefits. It acts as a permanent identifier for an employee throughout their entire working life, regardless of how many times they change jobs. By linking multiple provident fund member IDs to a single account, the UAN facilitates the easy transfer of funds and provides employees with a consolidated view of their social security savings and pension contributions over time.

124. (B) An employment specified in the Schedule of the Act for which minimum wages can be fixed.
Scheduled employment is a legal term under the Minimum Wages Act of 1948. It refers to specific industries or types of work listed in the act's schedule where the government has the authority to fix and revise minimum wage rates. These employments are typically those where labor is unorganized and workers are vulnerable to low pay. By scheduling these sectors, the government ensures that it can legally intervene to protect workers by mandating a statutory floor level for their remuneration.

125. (C) An employee is eligible for bonus only after completing five years of service.
The eligibility criteria for receiving a bonus are significantly shorter than those for gratuity. Under the Payment of Bonus Act, an employee becomes eligible for a bonus after working for only thirty days in an accounting year. This ensures that even relatively short-term or temporary workers can share in the establishment's annual profits or productivity. The five-year service requirement mentioned in the incorrect statement is actually the standard threshold for eligibility under the Payment of Gratuity Act, not the Bonus Act.

126. (A) Both Statement I and Statement II are correct.
The Equal Remuneration Act of 1976 is a comprehensive piece of legislation designed to eliminate gender-based barriers in the workplace. It ensures that men and women receive identical pay for performing the same tasks or roles requiring similar skills and effort. Additionally, it prevents employers from discriminating against female candidates during the hiring process. These dual protections aim to create a fair labor market where employment and earnings are determined by merit and job requirements rather than by gender.

127. (A) P-4, Q-2, R-3, S-1
The Payment of Wages Act mandates that wages must be paid on a working day to ensure worker convenience. Gratuity calculations are based on fifteen days of wages for every year of completed service under the relevant 1972 legislation. Misconduct can lead to the forfeiture of bonus payments as per the 1965 act. Periodic revision of minimum wages is a statutory requirement of the 1948 act to account for changing economic conditions and maintain the purchasing power of the lowest-paid workers.

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128. (B) The Payment of Gratuity Act, 1972
The Payment of Gratuity Act contains a specific provision for the forfeiture of this terminal benefit if an employee is dismissed for an offense involving 'moral turpitude.' If such an act is committed during the course of employment and leads to termination, the employer can legally withhold the gratuity payment. This reflects the principle that gratuity is a reward for faithful and good conduct. Conviction by a court for such an offense provides a strong legal basis for the employer to exercise this forfeiture.

129. (B) 1 and 3
The EPFO is a statutory body established to administer the essential social security schemes under the 1952 Act. Its primary role is to

their terminal benefits through a specialized administrative process.

159. (A) Publishing wage proposals in the official gazette for public feedback.
The notification method is one of two standard procedures used by the government to fix or revise minimum wages. In this method, the government publishes its wage proposals in the official gazette to inform all interested parties. It then provides a minimum period, usually two months, during which it will receive and consider representations or objections from the public, employers, and employees. This transparent process ensures that the final wage rates are determined after considering the perspectives and concerns of all relevant stakeholders.

160. (B) Real Wage : Gross salary before deductions
The pair 'Real Wage : Gross salary before deductions' is incorrect. Real wage refers to the purchasing power of earnings after adjusting for inflation, while 'gross salary before deductions' is a part of nominal wage. The other pairs are correct: a living wage aims for a comfortable life, a fair wage is tied to the firm's capacity to pay, and the minimum wage is a statutory floor designed to meet the bare physical needs of the worker for survival and efficiency.

161. (B) The company is violating the Equal Remuneration Act, 1976.
The Equal Remuneration Act mandates that no employer shall pay any worker remuneration at rates less favorable than those at which remuneration is paid to workers of the opposite sex for performing the same work. In this scenario, paying women fifteen percent less than men for identical data entry tasks is a clear violation of this principle. The act applies to all establishments and does not provide exemptions based on the size of the workforce, ensuring that gender equality is a universal workplace requirement.

162. (A) 3 and 4
The Payment of Wages Act focuses on protecting workers' earnings by strictly prohibiting unauthorized deductions and mandating that the wage period cannot exceed one month. These provisions ensure that employees receive their full pay at frequent intervals. While the act generally requires payment in cash, it allows for cheques or bank transfers with authorization. Furthermore, the act does not apply to all workers, as it contains a specific wage ceiling that limits its coverage to lower and middle-income industrial employees.

163. (C) Basic pay and dearness allowance.
For the purpose of the Payment of Gratuity Act, 'wages' has a specific and narrow definition. It includes all emoluments earned by an employee while on duty or on leave, but specifically consists of the basic pay and the dearness allowance. Crucially, this definition explicitly excludes other forms of compensation such as bonuses, commissions, house rent allowances, overtime wages, and any other extra allowances. This standardized definition ensures that the calculation of gratuity is based on the most stable part of the employee's remuneration.

164. (D) That the bonus payment reflects the company's profitability over a period of time.
The 'set on' and 'set off' system in the Payment of Bonus Act is designed to average out the bonus payments over a four-year cycle. By carrying forward surpluses from highly profitable years and deficits from lean years, the mechanism ensures that employees receive a relatively stable bonus even when annual profits fluctuate. This prevents the bonus from being excessively high in one year and non-existent in the next, thereby aligning the worker's benefits with the company's long-term average profitability and financial stability.

165. (C) Contribution only by the employer and the Central Government.
The Employees' Deposit-Linked Insurance Scheme is a social security benefit that provides insurance coverage to employees without requiring any monthly contribution from the workers themselves. The scheme is funded entirely by contributions from the employer and a smaller contribution from the Central Government. This ensures that the families of deceased employees receive a significant lump-sum payment linked to their provident fund balance, providing crucial financial protection at no additional cost to the employee's monthly take-home salary or retirement savings.

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to fix wage rates based on different time units, such as hourly, daily, or monthly. Crucially, the act protects workers by making any agreement to accept less than the minimum wage legally void. These provisions ensure that statutory labor standards cannot be bypassed through individual contracts, thereby protecting the most vulnerable workers from exploitation.

152. (A) Bare subsistence of life
A living wage is a higher standard than the bare minimum wage. While the minimum wage focuses only on bare subsistence or physical survival, the living wage is designed to provide a measure of 'frugal comfort.' This includes provisions for the education of children, protection against ill-health, and other social needs. The goal of a living wage is to ensure that a worker can live a decent life with dignity, rather than just surviving from day to day on a subsistence-level income.

153. (C) Gratuity
Under the Payment of Gratuity Act, an employer has the right to forfeit the gratuity of an employee whose services are terminated for serious misconduct, such as willful insubordination, if it is accompanied by riotous or violent behavior. While other dues like the provident fund are generally protected, gratuity is viewed partly as a reward for good conduct. Therefore, serious breaches of discipline that lead to termination can result in the loss of this terminal benefit, acting as a significant deterrent against workplace misconduct.

154. (A) Both Statement I and Statement II are correct.
The Payment of Wages Act allows employers to make deductions for specific services provided to employees, such as housing or canteen facilities. However, these deductions are strictly regulated. The amount deducted cannot exceed the actual value of the service rendered to the worker. Furthermore, the employee must have voluntarily accepted the service and the associated deduction. This ensures that employers cannot use the provision of services as a way to unfairly reduce a worker's cash wages through overcharged or unrequested benefits.

155. (D) Carried forward for being 'set on' in the succeeding accounting years.
The 'set on' provision of the Payment of Bonus Act is a stabilization mechanism. When a company has a very high allocable surplus that exceeds the amount needed to pay the maximum twenty percent bonus, the excess is not lost. Instead, it is carried forward and 'set on' for up to four succeeding accounting years. This reserved surplus can be used to pay bonuses in future years when the company's profits might be lower, ensuring a more consistent annual bonus for the employees.

156. (B) Administer the provisions of the EPF & MP Act, 1952.
The EPFO was established as a statutory body specifically to manage the various social security schemes introduced by the 1952 Act. Its primary mission is to ensure that the provident fund, pension, and insurance contributions are correctly collected from employers and employees and that the resulting benefits are efficiently delivered to the members. By providing a specialized administrative infrastructure, the EPFO helps maintain the integrity and long-term sustainability of India's largest contributory social security system for industrial workers.

157. (C) Cost of living in the city where the job is located.
Occupational wage differentials are caused by factors specific to the job itself, such as the skill required, the training costs, or the inherent risks and hazards of the task. The local cost of living, however, is a factor that causes 'geographical' differentials rather than occupational ones. While a high cost of living might raise the general wage level for all jobs in a city, it doesn't explain why a doctor in that city earns more than a clerk in the same city.

158. (D) Determine the amount of gratuity and handle disputes.
The 'controlling authority' is a critical official under the Payment of Gratuity Act, usually a labor officer. This authority is responsible for ensuring the act's smooth implementation by adjudicating any disputes that arise between employers and employees regarding the amount of gratuity or the eligibility of a claimant. If an employer fails to pay the gratuity, the controlling authority has the power to issue a certificate for its recovery, ensuring that workers receive

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labor protections and financial security measures for workers in different industrial sectors.

173. (C) Real Wage
The purchasing power of an employee's income is represented by the 'real wage.' This concept adjusts the nominal or money wage for changes in the cost of living. For example, if an employee receives a ten percent salary increase but inflation is also ten percent, their real wage remains unchanged. Real wage is the true measure of a worker's standard of living because it reflects the actual amount of goods and services they can afford with their earnings in the current market.

174. (D) A compensating differential
A compensating differential, also known as an equalization differential, is an additional amount paid to workers to compensate them for the non-monetary disadvantages of a job. Working in hazardous, dirty, or highly stressful environments typically requires a higher wage to attract labor compared to safe and pleasant jobs that require the same skills. This extra payment ensures that the 'net advantage' of different jobs remains competitive, rewarding the worker for taking on higher risks or more difficult working conditions.

175. (A) 10 or more
The Payment of Gratuity Act has a broad coverage, applying to every factory, mine, oilfield, plantation, port, and railway company. Additionally, it applies to every shop or establishment in which ten or more persons are employed, or were employed on any day of the preceding twelve months. This relatively low threshold ensures that even workers in smaller commercial establishments can benefit from this important terminal social security measure, provided they complete the required five years of continuous service with their employer.

176. (B) Deduction for recovery of an advance of salary given to the employee.
The Payment of Wages Act provides a clear list of authorized deductions that an employer can legally make. Recovering an advance of salary previously given to the employee is a permissible deduction, as it is a repayment of money already received by the worker. In contrast, deductions for charitable donations or fines require specific procedures and consents. Deductions for general business losses due to economic factors are strictly prohibited, as the risks of the business must be borne by the employer, not the employees.

177. (C) Statement I is correct, but Statement II is incorrect.
The Employees' Pension Scheme of 1995 provides vital family pensions in the event of a member's death, ensuring continued support for the spouse and children. However, the scheme is not fully funded by the government. It is primarily financed by diverting 8.33 percent of the employer's contribution to the provident fund into the pension fund. The Central Government provides only a small additional contribution. This contributory model makes the pension scheme a self-sustaining social security benefit managed by the employees' collective savings.

178. (A) To exclude top management from the purview of the Act.
The Payment of Bonus Act is primarily intended to protect and share profits with lower and middle-income employees. By setting a wage ceiling for eligibility, the law excludes high-salaried managers and directors who typically have significant individual bargaining power and different compensation structures, such as stock options or performance-linked incentives. This ensures that the statutory benefits of the act are focused on those workers who contribute to the organization's success but are more vulnerable and have less direct influence over their total remuneration.

179. (C) The Equal Remuneration Act, 1976
The Equal Remuneration Act does more than just mandate equal pay; it also prohibits gender-based discrimination in other key aspects of employment. Specifically, Section 5 of the act forbids employers from discriminating against women in matters of recruitment, and subsequent provisions extend this to promotions, training, and transfers for similar work. Any situation where a woman is unfairly denied a promotion in favor of a less qualified male colleague would be directly challenged under the protective provisions of this equality legislation.

180. (D) 10% or 12% depending on the establishment
Under the EPF & MP Act, the standard rate of contribution for both the employee and the

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for absence, ensuring that the deduction remains fair and directly linked to the actual loss of labor.

238. (D) Wages are paid to blue-collar workers, salaries to white-collar workers, often based on a shorter vs longer pay period
In industrial practice, 'wages' typically refers to the remuneration paid to manual or technical blue-collar workers, often calculated on an hourly or daily basis. 'Salary' usually refers to the monthly or annual pay provided to white-collar employees in administrative, professional, or managerial roles. While both are forms of pay for labor, the terms often reflect the frequency of payment and the nature of the work. However, in many modern labor laws, the two terms are often treated as broadly synonymous for the purpose of defining employee remuneration.

239. (A) Avoid the long process of succession and legal heirship proceedings.
The nomination provision in the Payment of Gratuity Act is a social welfare measure intended to provide immediate support to an employee's family. By allowing an employee to designate a nominee, the law ensures that terminal benefits can be paid directly to the chosen person without the need for a succession certificate from a court. This avoids the long delays and high costs of legal inheritance procedures, ensuring that the worker's family has quick access to funds for survival and expenses after the primary breadwinner's death.

240. (B) Prior charges like depreciation and direct taxes
In the Payment of Bonus Act, the 'available surplus' is the amount remaining after an employer deducts certain mandatory 'prior charges' from the establishment's gross profit. These charges include depreciation as allowed under tax laws, direct taxes, and a specific percentage of return on the company's capital and reserves. This structured calculation ensures that the establishment has met its essential financial and legal obligations before the final pool of funds available for employee bonuses is determined, protecting the organization's long-term financial health and operational viability.

241. (B) The Minimum Wages Act, 1948
If an employer fails to pay the statutorily fixed minimum wage, the affected worker must seek redress through the authority appointed specifically under the Minimum Wages Act of 1948. This authority, usually a labor officer or a magistrate, has the power to hear the claim, direct the employer to pay the unpaid amount, and even award compensation to the worker for the hardship caused. This specialized grievance mechanism is designed to provide a faster and more accessible remedy for workers in scheduled employments who face wage exploitation.

242. (A) The Equal Remuneration Act prohibits gender-based wage discrimination
The Equal Remuneration Act of 1976 is a landmark piece of social legislation that mandates gender-neutral pay for similar work. It is the only act among the options whose primary focus is the elimination of discrimination between male and female workers. In contrast, the Payment of Wages Act focuses on timing and deductions, the Minimum Wages Act focuses on subsistence floors, and the Payment of Bonus Act is a profit-sharing mechanism rather than a retirement scheme. Thus, the statement regarding the Equal Remuneration Act correctly identifies its core legal objective.

243. (C) Provident Fund Commissioner or other authorities under the Act
The Employees' Provident Funds Appellate Tribunal was established to provide an independent judicial forum for hearing appeals against the decisions made by the EPFO authorities. This includes orders regarding the determination of money due from employers, the assessment of damages for delayed payments, and other administrative decisions. By providing a specialized tribunal, the act ensures that both employers and employees have a fair and expert mechanism for challenging the decisions of the provident fund commissioners without initially having to go through the general civil court system.

244. (D) No, as the law requires five years of continuous service.
Under the Payment of Gratuity Act of 1972, the completion of five years of continuous service is a mandatory eligibility requirement for an employee to receive gratuity upon resignation.

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an extra layer of social security by providing life insurance coverage to all members of the fund. This scheme is particularly important as it provides a lump-sum financial assurance to the employee's family in the event of their death, without requiring any additional contribution from the worker's monthly wages.

188. (B) The amount of gratuity payable is subject to a statutory maximum.
The Payment of Gratuity Act provides a standardized formula for calculating this terminal benefit, but it also imposes a statutory upper limit or cap on the total amount that can be paid. This maximum limit is periodically updated by the government. By capping the gratuity, the law ensures that while all long-serving employees are rewarded, the financial liability for employers remains predictable and limited to a reasonable maximum amount, regardless of how many decades the employee has served or how high their final salary is.

189. (C) Quality of work is more important than quantity.
A time-rate wage system is most effective in jobs where the quality of the work is the primary concern. Since workers are paid for their time rather than for each unit produced, they are not pressured to rush through tasks to maximize their earnings. This allows for greater attention to detail and precision. It is also suitable for roles where individual output is difficult to measure or where the work process is largely determined by the speed of machinery rather than by the worker's own pace.

190. (D) Take-home differential
Wage differentials are variations in pay based on factors like occupation, industry, or geographical location. These represent different rates of pay for different groups. In contrast, 'take-home' refers to the net amount an employee receives after deductions from their gross wage, such as taxes and PF. While take-home pay can vary between individuals, it is not considered a type of 'wage differential' in industrial relations theory, which focuses on the systematic differences in the base wage rates set for different jobs or regions.

191. (A) 1, 3, and 5
The Payment of Gratuity Act is a terminal benefit for employees who have completed five years of continuous service. It does not apply to every establishment, but specifically to those with ten or more employees in covered sectors. A key protection is that the five-year service requirement is waived if employment ends due to death or disablement. Furthermore, while gratuity can be forfeited for specific serious misconduct, it is not automatically forfeited for 'any' kind of misconduct, ensuring that the worker's long-term benefit is generally protected.

192. (B) Not permissible under the Payment of Wages Act.
The Payment of Wages Act prohibits an employer from deducting money for general business losses, such as those caused by a fire, unless the loss is directly and specifically attributable to the neglect or default of the employee. Business risks, including accidents like fires, are the legal and financial responsibility of the employer. Any attempt to pass these losses onto the employees through wage deductions is an unauthorized and illegal practice that violates the fundamental protections provided by the act to safeguard worker earnings.

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193. (B) The Employer
Under the Payment of Bonus Act of 1965, the legal obligation to pay a bonus to eligible employees rests entirely with the employer. It is a statutory liability that the employer must fulfill based on the company's financial performance or the minimum requirements set by the act. The employer is responsible for calculating the available surplus, determining the allocable bonus, and ensuring that the payment is made in cash within the prescribed timeframe. This duty cannot be delegated to the government or the trade unions.

194. (A) Both Statement I and Statement II are correct.
The Minimum Wages Act requires the appropriate government to review and revise minimum wage rates at least once every five years. This periodic update is crucial because it allows the government to adjust the statutory floor level of wages to account for changes in the cost of living and other economic factors. By mandating regular revisions, the law ensures that the real value of the minimum wage does not erode over

employer is twelve percent of the basic wages, dearness allowance, and retaining allowance. However, for certain specified industries or smaller establishments, the Central Government may notify a lower rate of ten percent. This mandatory contribution ensures that a significant portion of an employee's earnings is set aside for their long-term social security, creating a retirement corpus that grows through regular monthly deposits and compounding interest.

181. (C) Fair Wage
The concept of a fair wage is frequently defined through judicial interpretation as one that goes beyond bare survival to ensure a worker can maintain a healthy and normal life. It aims to provide the necessary comforts of a home and a standard of living that is appropriate for a civilized society. While lower than the ideal living wage, the fair wage is a progressive standard that seeks to improve the worker's quality of life beyond the minimal levels provided by basic statutory minimum wage rates.

182. (B) 1, 2, 3, 4
The Payment of Gratuity Act was enacted in 1972, providing terminal benefits for long service. Earlier, the Payment of Bonus Act was introduced in 1965 to share profits with workers. The Minimum Wages Act of 1948 established essential wage floors for various industries after independence. The Payment of Wages Act of 1936 is the oldest among these, regulating the timing and method of wage payments. This timeline shows the progressive development of labor rights and social security measures in India over several decades of legislative action.

183. (D) An employer will hire workers up to the point where the wage equals the value of the marginal product of the last worker.
A core principle of the marginal productivity theory is that a rational employer will continue to hire additional labor only as long as the revenue generated by the newest worker is at least equal to the wage paid to that worker. This equilibrium point determines the employment level and the wage rate in a competitive market. According to this theory, wages are a reflection of the economic contribution of labor at the margin, linking worker compensation directly to their incremental productivity.

184. (A) In kind, such as food grains, without government authorization
The Payment of Wages Act generally mandates that all wages must be paid in current coins or currency notes. While it now permits payment by cheque or bank transfer with an employee's written authorization, it strictly prohibits payment in kind unless specifically authorized by the government through a notification. This rule prevents employers from overvaluing goods or food provided to workers as a way to avoid paying the full monetary value of the labor, thereby protecting the worker's liquidity and financial independence.

185. (D) A is false but R is true.
The Equal Remuneration Act is not limited just to pay; it is a comprehensive anti-discrimination law for the workplace. While the assertion that it only covers wages is false, the reason provided is true because the act explicitly prohibits gender discrimination in recruitment, promotions, training, and transfers. This broad scope ensures that women have equal access to all career opportunities and benefits within an organization, preventing employers from using non-wage factors to bypass the principle of gender equality in employment.

186. (A) Protects employees' service continuity despite certain types of absences like sickness or maternity leave
The 'deemed to be in continuous service' provision is a protective measure under the Payment of Gratuity Act. It ensures that an employee's five-year eligibility period is not broken by legitimate interruptions such as sickness, accidents, authorized leave, or maternity leave. Even periods of lay-off or a strike that is not illegal are included. This ensures that workers are not unfairly penalized for life events or legal industrial actions, allowing them to accumulate the required years of service to qualify for their terminal gratuity benefits.

187. (D) The Employees' Deposit-Linked Insurance Scheme
The Employees' Deposit-Linked Insurance Scheme is one of the three major components of the EPF & MP Act of 1952, alongside the Provident Fund and Pension schemes. It is considered a 'miscellaneous provision' that adds

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Wages are determined by objective economic and performance-related factors. A worker's productivity, the employer's financial ability to pay, and the prevailing market rates in the region are all significant factors that influence the wage level. In contrast, an employee's personal political affiliation is irrelevant to their work performance and the labor market value of their tasks. Under modern labor standards and anti-discrimination principles, personal beliefs should have no role in determining an individual's remuneration or employment terms within a professional organization.

203. (D) All of the above
The definition of 'basic wages' under the EPF & MP Act is intentionally narrow to exclude certain fluctuating or non-monetary components of pay. Specifically, it excludes dearness allowance, which is a separate component linked to the cost of living, and the cash value of any food concessions provided by the employer. It also excludes other extra allowances like overtime, bonus, and commission. This specific definition ensures that the standardized contribution to the provident fund is calculated based on the most stable core portion of the employee's remuneration.

204. (B) The respective State Governments in which it operates
For most construction activities, the respective State Government acts as the 'appropriate government' under the Minimum Wages Act. Therefore, a company that operates in multiple states must comply with the specific minimum wage notifications issued by each individual state for the workers employed there. Since minimum wage rates often vary between states based on local economic conditions and cost of living, the company must ensure its pay scales meet the legal requirements of each specific jurisdiction where its construction projects are located.

205. (A) Both A and R are true and R is the correct explanation of A.
The bargaining theory of wages recognizes that labor markets are often not perfectly competitive. Instead, wage rates are frequently influenced by the relative bargaining power of organized groups. Trade unions can use collective action to push wages above the market equilibrium, while strong employer associations might attempt to keep them lower. The final wage is usually a negotiated compromise that falls within a 'bargaining zone,' reflecting the social and organizational power dynamics between labor and management rather than just pure supply and demand forces.

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206. (D) Ensures a minimum safety-net income while still providing an incentive for higher production
A wage plan that combines a piece-rate system with a guaranteed time-rate provides a balanced approach to remuneration. It ensures that workers receive a basic minimum income for their time spent at work, fulfilling the requirements of minimum wage laws. At the same time, it allows more efficient workers to earn extra money for producing beyond a certain standard. This system provides a financial safety net for the workers while still maintaining a strong incentive for individual productivity and organizational efficiency.

207. (A) The appropriate government has authorized it by general or special order
The Payment of Wages Act is designed to protect workers from arbitrary deductions based on vague or unverified customs. While it allows for certain customary deductions, these are only valid if they have been specifically scrutinized and authorized by the appropriate government. This oversight ensures that any deduction made under the guise of 'usage' is legitimate, reasonable, and does not unfairly deprive workers of their earnings. Without this governmental authorization, an employer cannot legally impose deductions based solely on past practice or tradition.

208. (B) Discrimination on the grounds of sex in the matter of employment and remuneration
The fundamental mission of the Equal Remuneration Act of 1976 is to achieve gender equality in the labor market. It specifically targets two areas: ensuring that men and women receive the same pay for the same work or work of a similar nature, and preventing gender-based discrimination during the recruitment process. By addressing both earnings and access to jobs, the act aims to eliminate systemic biases and create a fair environment where all workers are judged and rewarded based on their merit.

209. (B) 1, 2, 3, 4, and 5

accumulated retirement and terminal benefits can be paid directly and quickly to the chosen individual. This avoids the lengthy and often expensive legal processes involved in obtaining succession certificates or establishing heirship, providing immediate financial relief to the bereaved family during a time of need.

224. (B) The relative scarcity of a particular skill required for a job.
Occupational wage differentials are primarily driven by the principles of labor supply and demand. When a job requires a highly specialized skill that is rare in the market, employers must offer higher wages to attract and retain qualified individuals. This 'scarcity premium' explains why roles requiring extensive education, training, or unique talents earn more than jobs that can be performed by almost anyone. These differentials act as a motivation for workers to invest in acquiring the skills that are most valued in the economy.

225. (A) Both A and R are true and R is the correct explanation of A.
The Minimum Wages Act provides the government with the flexibility to fix different wage rates for different age categories of workers and for apprentices. This recognizes that adolescents and children (where legally allowed to work) may have different physical capacities and that apprentices are primarily in a learning phase. By allowing for these variations, the law ensure that wage rates are appropriate for the nature and volume of work performed by different groups while still maintaining a statutory floor for all workers.

226. (A) P-4, Q-2, R-1, S-3
Continuous service is the primary eligibility factor for receiving benefits under the Payment of Gratuity Act. Allocable surplus is the specific financial term used to calculate annual bonuses for employees. Scheduled employment refers to the list of industries where minimum wages are statutorily fixed by the government to prevent exploitation. The appropriate government is a general legal term defining whether central or state authorities have jurisdiction over the implementation of specific labor welfare laws, depending on the nature and control of the establishment.

227. (C) The Payment of Wages Act, 1936
The Payment of Wages Act is designed to protect a worker's earned income from being unfairly reduced. It lists a strict set of 'authorized deductions' and forbids any others. Since losses caused by natural disasters or 'acts of God' are outside the control of the employee and are part of general business risk, an employer cannot legally deduct money from wages to recover these costs. This principle ensures that the financial risks of the enterprise are borne by the employer, not by the individual workers.

228. (D) The controlling authority under the Act
When there is a dispute regarding the amount of gratuity or the eligibility of an employee, the matter is referred to the 'controlling authority' appointed under the Payment of Gratuity Act. This official has the power to investigate the claim, hear both parties, and determine the correct amount payable. The employer must deposit the admitted amount with the authority, and the final payment is made according to the authority's direction. This specialized dispute resolution mechanism ensures that gratuity issues are settled fairly and efficiently.

229. (C) Statement I is correct, but Statement II is incorrect.
All employees who are members of the Employees' Provident Fund are automatically covered by the Deposit-Linked Insurance Scheme, providing them with essential life insurance coverage. However, the statement regarding the premium is incorrect. The cost of this insurance is not paid by the employee; instead, the premium is paid entirely by the employer, along with a small administrative contribution from the government. This ensures that the worker's family is protected in the event of their death without reducing the employee's monthly take-home pay.

230. (B) A compensating wage differential
A compensating wage differential is an extra payment provided to workers who perform jobs that are inherently unpleasant, dangerous, or otherwise disadvantageous. In a competitive labor market, employers must offer higher wages for such roles to attract workers who would otherwise prefer safe and pleasant jobs with similar skill requirements. This extra pay serves

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216. (A) The Committee on Fair Wages
The Committee on Fair Wages, which submitted its report in 1949, was the first official body in India to systematically elaborate on the different concepts of wages. It established a clear hierarchy, defining the 'minimum wage' for bare subsistence, the 'fair wage' which considers the employer's capacity to pay and prevailing market rates, and the 'living wage' which represents an ideal standard of comfort and security. These definitions have since served as the foundation for wage policy and judicial decisions in Indian labor law.

217. (C) Geographical wage differential
A geographical wage differential refers to the variation in pay for the same job based on the location where the work is performed. When a company moves from a city to a rural area, it often pays lower wages because the cost of living—such as housing and services—is lower in rural regions. Furthermore, the local labor market conditions and prevailing wage rates in the new area might also be lower. Such differentials are a common and legal way for employers to adjust labor costs to regional economic realities.

218. (A) 30 days in the year
The eligibility requirement for a bonus is relatively low to ensure that a wide range of workers can benefit from profit-sharing. Under the Payment of Bonus Act, any employee who has worked in the establishment for a minimum of thirty working days in an accounting year is eligible to receive a bonus. This short period ensures that even temporary or seasonal workers who have made a significant contribution to the establishment during the year are included in the statutory distribution of bonuses.

219. (D) Deferred wage and a statutory right
Gratuity is not a gift or a discretionary award from the employer; it is a statutory right for employees who fulfill the legal criteria. It is conceptually viewed as a 'deferred wage,' meaning it is a part of the worker's earnings that is set aside and paid only at the end of their service. By providing this mandatory terminal benefit, the Payment of Gratuity Act ensures that long-serving employees have a guaranteed financial reward for their years of continuous dedication to the organization.

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220. (B) 1995
The Employees' Pension Scheme was introduced in 1995 as an amendment to the EPF & MP Act of 1952. It replaced the earlier Family Pension Scheme of 1971. The 1995 scheme significantly expanded social security by providing regular monthly pensions to employees after retirement, as well as widow and children's pensions in case of the member's death. This shift toward a regular pension model was a major milestone in providing long-term financial stability for industrial workers and their families in India.

221. (C) 1, 2 and 4
The Equal Remuneration Act is a vital social justice law that mandates equal pay for equal work and prohibits gender discrimination in both recruitment and promotions. To ensure compliance, it provides for strict penalties, including fines and imprisonment for employers who violate its provisions. However, the statement about the 'bipartite' advisory committee is incorrect; the committee is appointed by the government and must have specific representation, including women, but it is not defined as a bipartite body between only labor and management.

222. (D) They are always a result of discrimination and are illegal
Wage differentials are not inherently illegal; most are legitimate and reflect differences in job requirements, worker skills, and economic conditions. For example, skilled labor earning more than unskilled labor is a fair and legal differential. Pay gaps based on job hazards or geographical location are also common and legally accepted. Only those differentials based on prohibited grounds like gender for the same work are illegal. Systematic variations in pay are essential for rewarding higher expertise and compensating for different working conditions in a complex labor market.

223. (A) The quick and undisputed payment of terminal benefits to a chosen person in case of the employee's death
The nomination process under social security laws like the Gratuity Act and the EPF Act is designed to protect the interests of an employee's family. By designating a nominee, the employee ensures that in the event of their death, their

Employers in India have several mandatory statutory obligations across different labor laws. These include maintaining accurate wage registers for gender equality, timely depositing provident fund contributions, and paying a minimum annual bonus of 8.33 percent. They must also ensure that the minimum wage is paid for all scheduled employments and provide gratuity to employees with more than five years of continuous service. Collectively, these requirements form the essential legal framework for protecting worker income, social security, and fair treatment in the industrial sector.

210. (A) The Payment of Gratuity Act, 1972
The Payment of Gratuity Act includes specific provisions for seasonal establishments, such as sugar factories or tea plantations. Recognizing the nature of seasonal work, the act modifies the 'continuous service' requirement. For these sectors, an employee is deemed to have completed a year of continuous service if they have worked for at least seventy-five percent of the days the establishment was in operation during that season. This ensures that seasonal workers can still qualify for terminal gratuity benefits despite the naturally intermittent nature of their employment.

211. (C) The Employees' Provident Fund and Miscellaneous Provisions Act, 1952
The EPF & MP Act places the entire administrative and financial responsibility for the provident fund on the employer. The employer must pay their own contribution and is also legally required to deduct the employee's share from their wages before paying them. The employer is then responsible for remitting the total combined amount to the provident fund authorities on time. This ensures that the social security contributions are collected at the source, protecting the long-term savings and retirement interests of the employees.

212. (D) Wages are paid for work done, while bonus is a share in profits/productivity
Wages are the primary and regular remuneration paid to an employee in exchange for the labor they provide on a daily or monthly basis. In contrast, a bonus is a periodic payment that represents the employee's share in the success of the establishment. Under the Payment of Bonus Act, it is specifically linked to the organization's annual profits or productivity levels. While wages are a fixed cost for the employer, the bonus serves as an incentive and a way to share organizational prosperity.

213. (C) Statement I is correct, but Statement II is incorrect.
Inter-personal wage differentials are a natural outcome of differences in individual characteristics like education, experience, and specialized skills. High-skilled or highly experienced workers earn more because they are typically more productive. In a modern market economy, the goal is not a 'uniform wage' for everyone, but rather 'fairness' and 'equity.' This means ensuring equal pay for similar work while still allowing for legitimate differences in remuneration that reflect the varying value and productivity that different individuals bring to the labor market.

214. (B) Both advise employers on compliance and conduct inspections
The modern role of an 'Inspector-cum-Facilitator' represents a shift toward more collaborative labor law enforcement. Instead of just conducting inspections and imposing penalties for violations, these officials are now tasked with facilitating better compliance by providing advice and guidance to employers. This dual role helps establishments understand their legal obligations, such as wage payments and social security contributions, while still maintaining the government's power to conduct inspections and take legal action when laws are intentionally or repeatedly flouted.

215. (D) Employee's family size
While family size might influence a worker's personal need for income, it is not a standard factor used by organizations to determine the wage level for a job. Wage structures are typically based on objective factors like job evaluation, which measures the relative worth of a role, and performance appraisal, which assesses individual contribution. Collective bargaining between unions and management also plays a major role. In a professional work environment, remuneration is tied to the job's requirements and the employee's performance rather than personal circumstances.

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to equalize the 'net advantage' of the different jobs, rewarding the worker for taking on the additional risks or hardships associated with a specific type of work.

231. (D) The Factories Act, 1948
The Payment of Bonus Act uses the definition of a 'factory' provided in the Factories Act of 1948. This means any premises where a manufacturing process is being carried on with the aid of power and employing ten or more workers, or without power and employing twenty or more workers. This consistency across labor laws ensures that there is no confusion regarding which industrial establishments are required to comply with the statutory bonus provisions, providing clear legal boundaries for employers and employees.

232. (A) Purchase of a luxury car
The Employees' Provident Fund is primarily a long-term retirement savings scheme. While it allows for partial withdrawals or 'advances,' these are strictly limited to essential life needs and emergencies. Members can take advances for constructing or purchasing a home, the marriage of dependents, or the higher education of children. These provisions help workers meet major social and family obligations. However, withdrawals for non-essential or luxury items, such as a high-end car, are not permitted, as they would undermine the fund's core purpose of financial security.

233. (C) Yes, if they draw a salary for their managerial work and fall within the wage ceiling
A person who holds a dual role as both a director and an employee can be eligible for a bonus if they meet certain criteria. If they are employed in a managerial capacity and receive a salary for that specific role, and if their total remuneration falls within the salary limit prescribed by the Payment of Bonus Act, they are considered an 'employee' for bonus purposes. Their status as a director does not automatically disqualify them from the statutory rights they have as a regular salaried worker in the establishment.

234. (A) The skill, effort, and responsibility required for the job
To determine if two jobs are of a 'similar nature' under the Equal Remuneration Act, the focus is on the actual demands of the work. Authorities look at the skill required to perform the tasks, the physical and mental effort involved, and the level of responsibility given to the worker. If these factors are substantially similar, the jobs must be paid equally regardless of gender. This objective assessment ensures that wage equality is based on the reality of the work performed rather than superficial differences in job titles.

235. (D) To list the 'scheduled employments' where the Act is applicable
The Schedule is a vital part of the Minimum Wages Act of 1948. It provides the definitive list of industries and occupations, known as 'scheduled employments,' for which the government has the power to fix and revise minimum wage rates. These are sectors where labor is historically unorganized and workers are considered particularly vulnerable to exploitation. By maintaining and periodically updating this Schedule, the government can systematically extend wage protections to new categories of workers who need the support of a statutory wage floor.

236. (B) John Stuart Mill
John Stuart Mill is the economist most famously associated with the development of the wage-fund theory. He argued that the average wage rate is determined by a simple mathematical relationship: the total amount of capital set aside by employers specifically for paying wages (the 'wage fund') divided by the total number of laborers seeking employment. While Mill later modified his views, his original formulation of this theory was a major part of classical economics, highlighting the importance of capital accumulation in determining labor earnings.

237. (C) A sum which bears the same proportion to his wages as the period of his absence does to the total wage period
The Payment of Wages Act includes a strict 'proportionality' rule for deductions related to absence from duty. An employer can only deduct a part of the wages that corresponds exactly to the time the worker was actually away from work. For example, if a worker is absent for one-fourth of the month, the employer can deduct only one-fourth of the monthly wage. This prevents employers from imposing extra financial penalties or fines

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time due to inflation, thereby protecting the basic standard of living for vulnerable workers.

195. (C) The Central Board of Trustees, EPF
The Central Board of Trustees is the primary body responsible for the overall administration of the Employees' Provident Fund and its related schemes. It is a tripartite body that includes representatives of the government, employers, and employees. The board's responsibilities include managing the fund's investments, ensuring the correct collection of contributions, and overseeing the delivery of benefits to millions of members. This balanced structure ensures that the interests of all stakeholders are considered in the management of these vital social security funds.

196. (D) Real Wage
Real wage represents the total value of the goods and services a worker can obtain with their earnings. In addition to cash wages, it includes non-monetary benefits provided by the employer, such as free or subsidized meals, medical facilities, transport, and housing. These perquisites enhance the worker's standard of living without increasing their nominal or money wage. Therefore, when an employer provides extensive welfare facilities, the real wage of the employee is significantly higher than their basic cash salary would otherwise suggest.

197. (C) Modern Theory of Wages
The modern theory of wages, based on neoclassical economics, treats labor as a market commodity whose price is determined by the interaction of demand and supply. The demand for labor is derived from its marginal productivity, while the supply depends on factors like population and the cost of labor. The wage rate is set at the equilibrium point where the amount of labor demanded by employers equals the amount supplied by workers, reflecting the prevailing market value of labor in a competitive economy.

198. (B) Simple interest on the amount.
To ensure the timely payment of terminal benefits, the Payment of Gratuity Act stipulates that if an employer delays payment beyond thirty days, they must pay simple interest on the gratuity amount for the period of delay. The rate of interest is determined by the Central Government. This provision acts as a financial penalty for the employer and compensates the employee for the loss of access to their funds. It encourages employers to process gratuity claims promptly as soon as they become due.

199. (D) The Payment of Bonus Act, 1965
The Payment of Bonus Act includes a specific provision for the disqualification of an employee from receiving a bonus if they are dismissed from service on grounds of serious misconduct. This includes fraud, riotous behavior, or acts of theft and sabotage of the establishment's property. Since sabotage is a grave act of intentional harm against the employer, the law allows the employer to withhold the bonus as a disciplinary measure, ensuring that profit-sharing is reserved for employees who maintain a basic level of workplace discipline.

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200. (A) P-4, Q-1, R-3, S-2
The Payment of Bonus Act uses allocable surplus as the basis for calculating worker bonuses. The Employees' Provident Fund Act utilizes the Universal Account Number to track employee contributions and benefits across different jobs throughout their careers. The Equal Remuneration Act focuses on providing identical pay for the same work or work of a similar nature to eliminate gender bias. The Payment of Wages Act lists authorized deductions to ensure workers receive their fair earnings without any illegal financial reductions or delays in payment.

201. (C) Gratuity is payable in case of retrenchment, but not in lay-off, as lay-off is a temporary separation
Gratuity is a terminal benefit paid upon the cessation of employment after long service. Retrenchment involves the permanent termination of a worker's services, thereby triggering the requirement for gratuity payment if eligibility criteria are met. In contrast, a lay-off is a temporary inability of the employer to provide work due to reasons like raw material shortages or power failure. Since the employment relationship is not permanently severed during a lay-off, gratuity does not become payable at that time, as it is reserved for final separations.

202. (A) The employee's political affiliation

Since the employee in this scenario has only served for three years, they do not meet the statutory threshold. This five-year rule ensures that gratuity remains a benefit specifically intended to reward a significant and long-term commitment to the employer. Without meeting this minimum service period, the employee has no legal right to claim this terminal social security benefit.

245. (C) The provision against discrimination in promotion, training, or transfer.
While the Equal Remuneration Act is famous for mandating equal pay, Section 5 of the act goes further by explicitly prohibiting discrimination against women in other key areas of their career development. This includes recruitment, promotions, training, and transfers for the same work or work of a similar nature. If a senior and qualified woman is bypassed for a promotion solely in favor of a male colleague, it constitutes a direct violation of this provision, which aims to ensure that women have equal opportunities for career advancement and growth in the workplace.

246. (B) Unpleasant or risky jobs may have higher wages than pleasant, safe jobs, assuming other factors are equal.
The concept of 'compensating differentials' explains why workers in hazardous, dirty, or stressful jobs often earn more than those in safer, cleaner environments. In a competitive labor market, employers must offer a higher wage, or a 'premium,' to convince people to take on roles that are less desirable. This extra pay compensates for the non-monetary disadvantages of the work. It ensures that the total attractiveness—combining both the wage and the working conditions—of different jobs requiring similar skills remains relatively balanced in the eyes of the workforce.

247. (D) A part of the employer's contribution to the Provident Fund, which is diverted
The Employees' Pension Scheme of 1995 is funded by taking a specific portion of the employer's monthly contribution to the provident fund and diverting it into a separate pension fund. Specifically, 8.33 percent of the employer's total contribution is moved to the pension fund, while the remaining part stays in the provident fund account. This mechanism ensures that employees build a pension entitlement without requiring any additional monthly contribution from their own salaries, providing them with a steady post-retirement income stream in addition to their lump-sum provident fund savings.

248. (A) Minimum Wage, Fair Wage, and Living Wage
The Committee on Fair Wages, in its landmark 1949 report, established a clear three-tier hierarchy for wage concepts in India. It defined the 'minimum wage' as the floor level for bare subsistence. The 'fair wage' was described as a standard that considers the industry's capacity to pay and the prevailing market conditions. The 'living wage' was identified as the highest ideal, providing a full standard of comfort and security. This conceptual framework has since guided the formulation of national wage policies and judicial decisions on labor remuneration.

249. (C) The Law of Diminishing Returns
While the Law of Diminishing Returns is a fundamental principle in general economics, it is not specifically a theory of how wages are determined. It describes how the marginal output of a production process decreases as one factor of production is increased while others are held constant. In contrast, the subsistence, marginal productivity, and bargaining theories are all specific 'wage theories' that aim to explain the economic and social forces that set the level of remuneration for labor in different types of market environments.

250. (A) It is authorized by the written consent of the employed person
The Payment of Wages Act generally prohibits employers from making deductions for charitable donations or relief funds unless the employee specifically agrees to it. For a deduction toward a fund like the Prime Minister's National Relief Fund to be legal, the employer must obtain the clear, written consent of the employee. This ensures that a worker's earnings are not diverted to any cause, however worthy, without their personal authorization. This protection maintains the worker's control over their own remuneration and prevents any form of coerced charitable giving in the workplace.

251. (B) Fair Wage

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17. The most appropriate definition of 'Industrial Health' is:
(A) The total absence of diagnosed occupational diseases.
(B) A state of complete physical, mental, and social well-being.
(C) An industrial environment free from chemical hazards.
(D) A program for annual medical check-ups for executives.

18. An 'unsafe act' as a cause of an industrial accident refers to:
(A) A worker's violation of an accepted safe work procedure.
(B) A faulty machine guard or defective piece of equipment.
(C) Poor lighting or a slippery floor in the workshop area.
(D) A natural disaster affecting the physical factory premises.

19. Read the following statements and select the correct option.
Statement I : Social Assistance is a non-contributory benefit provided by the state to people in need.
Statement II : Social Assurance (Insurance) is a contributory scheme where benefits are provided as a matter of right.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

20. Consider the following points regarding the key principles for designing a labour welfare program:
a. Principle of Uniformity, applying the same measures everywhere regardless of context.
b. Principle of Social Responsibility of industry.
c. Principle of Timeliness in providing aid.
d. Principle of Adequacy, ensuring benefits are sufficient.
e. Principle of Exclusivity, limiting benefits to senior employees only.
Which of the above statement(s) is/are correct?
(A) a, c, and e
(B) b, c, and d
(C) a, b, and c
(D) c, d, and e

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21. The 'Public Relations Theory' of labour welfare suggests that welfare activities are undertaken primarily to:
(A) Fulfil a religious or moral obligation.
(B) Comply with government regulations.
(C) Create a favourable public image and goodwill.
(D) Prevent workers from joining trade unions.

22. Identify the incorrect pair regarding causes of industrial accidents.
(A) Unsafe Condition : Unguarded machinery
(B) Unsafe Condition : Horseplay or distracting others
(C) Operating equipment at unsafe speeds
(D) Personal Factor : Lack of knowledge or skill

23. A disease that arises out of or in the course of employment, due to the nature of the work environment, is defined as a/an:
(A) Congenital disease
(B) Communicable disease
(C) Lifestyle disease
(D) Occupational disease

24. What is the fundamental cause-and-effect relationship suggested by the Functional Theory of labour welfare?
(A) Providing welfare measures leads to worker productivity.
(B) State legislation leads to minimum welfare standards.
(C) Fear of unions leads management to placate workers.
(D) Employer charity leads to workers receiving aid.

25. Arrange the typical steps in industrial hygiene practice in chronological order.
1. Control
2. Recognition
3. Evaluation
4. Anticipation
Choose the correct sequence:
(A) 4, 2, 3, 1
(B) 2, 3, 4, 1
(C) 1, 2, 3, 4
(D) 4, 3, 2, 1

government policies. While the level of national income is considered for fair wages, the specific distribution of that national income is not explicitly mentioned as a primary determinant in this context. Instead, focus is placed on productivity, union strength, the cost of living, and individual employer paying capacity.

261. (D) Population growth increases the labour supply, eventually lowering wages.
The Subsistence Theory of Wages suggests that wages naturally gravitate toward a minimum survival level. If wages increase significantly above this point, it encourages population growth. A larger population subsequently expands the labour supply, creating more competition for jobs. This increased supply eventually drives wages back down to the subsistence level, maintaining a long-term equilibrium based on survival.

262. (B) a predetermined, fixed amount of capital is available for paying wages.
The Wage Fund Theory posits that a specific, fixed amount of capital is set aside by employers solely for the payment of wages. Under this theory, the average wage is simply the total fund divided by the number of workers. Consequently, it suggests that wages can only increase if the fund grows or the number of workers seeking payment decreases.

263. (C) The Marginal Productivity Theory of Wages
Marginal Productivity Theory provides a modern economic perspective by linking worker compensation directly to their contribution to production. It states that in a competitive market, a worker's wage will equal the value of the additional output they generate. This theory emphasizes that higher individual productivity justifies higher pay, as the worker adds more measurable value to the employer's total production.

264. (D) They will oscillate around the minimum level needed for survival.
The Subsistence Theory of Wages argues that the long-term trend of wages is to remain near the minimum level necessary for worker survival. Any temporary deviations above or below this subsistence point are corrected by changes in the labour supply. This creates a cycle where wages constantly oscillate around the bare necessities required to keep the workforce alive and functioning.

265. (A) could potentially result in fewer jobs or lower wages for others.
A significant implication of the Wage Fund Theory is the zero-sum nature of wage increases. Since the total amount available for wages is considered fixed at any given time, a higher wage for one specific group must be balanced. This balance typically results in either reduced employment for other workers or a decrease in the wages paid to the remaining workforce.

266. (B) Compensating wage differentials
Compensating wage differentials are additional payments provided to workers who perform jobs that are inherently dangerous, unpleasant, or involve high risks. This extra remuneration serves as an incentive to attract a sufficient supply of labour for difficult positions. It acknowledges that workers require higher pay to accept conditions that are less desirable than safer or more comfortable alternatives in the market.

267. (B) The need to compensate for the investment in human capital.
Higher wages in specialized occupations are often viewed as a return on the investment in human capital. Occupations requiring advanced education and training demand significant time and financial resources from the individual. Consequently, higher remuneration is necessary to compensate for these initial costs and to reward the specialized expertise and skills that the worker brings to the production process.

268. (A) limited mobility of labour between different occupations.
The concept of non-competing groups describes a market imperfection where labour cannot move freely between different types of jobs. This limited mobility is often caused by institutional barriers, social factors, or the lack of specific skills. Such restrictions prevent workers from moving to higher-paying roles, which allows wage gaps between different occupations to persist even when demand changes.

269. (C) Regional disparities in cost of living and economic activity.

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Fair wage is a specific economic concept that serves as a bridge between the basic minimum wage and the ideal living wage. It is primarily calculated by evaluating the specific industry's ability to sustain such payments. Additionally, it accounts for prevailing wage standards within similar occupations in the same or nearby geographical regions to ensure balanced remuneration.

252. (A) Nominal wage is the monetary amount, whereas real wage is its purchasing power.
Nominal wages refer to the actual dollar or currency amount an individual receives for their services. In contrast, real wages adjust this figure to account for the impact of inflation over time. This distinction is critical because it highlights the actual purchasing power of the money earned, reflecting what goods and services a worker can truly afford.

253. (C) Provisions for education, health, and old age security.
A living wage is considered a theoretical ideal that aims to provide workers with more than just basic survival. It encompasses a higher standard of living by including provisions for a measure of comfort. Specifically, it accounts for the education of children, protection against ill-health, and financial security during old age for the workforce.

254. (D) an increasing standard of labour welfare and economic progress.
The progression from a basic minimum wage toward a fair wage and finally a living wage illustrates the evolving standard of social and economic welfare for workers. This trajectory reflects a nation's commitment to improving labour conditions. It signifies an aspirational path where economic development translates into higher living standards and comprehensive protection for the workforce across different sectors.

255. (C) prevent worker exploitation by setting a legal floor for wages.
Establishing a minimum wage provides a legal floor that prevents employers from paying workers below a specific threshold. This mechanism is primarily designed to protect vulnerable employees from exploitation in the labour market. By setting this standard, the law ensures that every worker receives a basic level of subsistence, regardless of their bargaining power or the industry's specific profit margins.

256. (B) The employer's capacity to pay
An employer's capacity to pay serves as a fundamental financial constraint in wage determination. While workers and unions may seek higher remuneration, the actual profitability and financial health of the firm or industry define the maximum possible wage levels. This financial ceiling ensures that wage demands do not exceed the economic sustainability of the business and its operational viability.

257. (D) A tendency for wages to be depressed
Market forces of demand and supply significantly influence wage levels within an economy. When there is a surplus of labour, meaning more workers are available than jobs, the increased competition among workers tends to push wages downward. This downward pressure occurs because employers can easily find replacements at lower costs, leading to a general depression of market wage rates.

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258. (A) collective bargaining for improved pay and conditions.
Trade unions play a vital role in the labour market by facilitating collective bargaining on behalf of workers. Well-organized unions leverage their collective strength to negotiate for better pay, improved working conditions, and enhanced benefits. This process allows workers to achieve better outcomes than they could individually, particularly in sectors where the power balance typically favors the employer's interests.

259. (C) fixing statutory minimum wages.
The cost of living is a critical factor used by authorities when fixing statutory minimum wages. It ensures that the remuneration provided is sufficient to meet the basic needs of a worker and their family in a specific region. Adjusting wages according to local price levels helps maintain the real value of earnings and prevents workers from falling below subsistence.

260. (A) The level of national income distribution
Several factors determine wage levels, including market demand, labour productivity, and

The Act lists specific authorized deductions that an employer is legally permitted to make from an employee's wages. One such example is a fine imposed for absence from duty without permission. These deductions are strictly defined to prevent abuse. Any subtraction from the salary that does not fall under this exhaustive list is considered illegal and a violation of the law.

279. (C) The former regulates the timing of payment, while the latter regulates the amount of wages.
While both laws protect workers, the Payment of Wages Act and the Minimum Wages Act have distinct primary focuses. The Minimum Wages Act is concerned with the specific amount or quantum of wages paid to workers. In contrast, the Payment of Wages Act regulates the procedures for payment, focusing on the timing and the prevention of illegal deductions from earnings.

280. (D) shield employees from arbitrary financial penalties by the employer.
The protection against unauthorized deductions is a key feature designed to shield employees from arbitrary financial penalties. By restricting deductions to only those authorized by law, the Act ensures that employers cannot unfairly reduce wages for their own benefit. This ensures that the final payment accurately reflects the work performed by the employee, providing essential financial security and transparency.

281. (A) Employees have a right to share in the profits they help create.
The Payment of Bonus Act is based on the philosophy of profit-sharing between the employer and the workforce. It recognizes that employees contribute significantly to the success and profitability of an establishment. Therefore, they are entitled to a share of those profits. This statutory obligation ensures that workers receive an annual bonus as a reward for their collective industrial contribution.

282. (B) the portion of the available surplus designated for bonus distribution.
Allocable surplus is a specific portion of the available surplus that is set aside for distribution as bonuses to eligible employees. It is calculated after determining the gross profit and subtracting prior charges like depreciation and taxes. This specific fund ensures that there is a clear and transparent amount available for rewarding workers based on the establishment's financial performance during the year.

283. (B) A statutory minimum bonus must still be paid.
A unique feature of the Payment of Bonus Act is the mandatory payment of a minimum bonus. Even if an establishment does not generate a profit or incurs a financial loss during an accounting year, it is still legally required to pay a minimum bonus to its employees. This provides a guaranteed annual benefit and serves as a financial safety net for workers.

284. (A) statutory right of the employee.
Before the enactment of this legislation, a bonus was often considered a voluntary or ex-gratia payment made at the employer's discretion. The Payment of Bonus Act of 1965 changed this by making the payment a statutory right for employees. This means that eligible workers are legally entitled to receive a bonus, which they can claim as a matter of law.

285. (C) Prior charges such as depreciation and taxes.
To calculate the available surplus for bonus distribution, the employer must first determine the gross profits of the establishment. From this amount, specific prior charges must be deducted, including depreciation and direct taxes. These deductions ensure that the business remains sustainable and meets its legal obligations before the remaining surplus is used to calculate the bonus for the employees.

286. (D) To mandate equal pay for men and women for similar work.
The Equal Remuneration Act of 1976 establishes the fundamental principle of equal pay for equal work. Its primary mandate is to ensure that men and women receive the same remuneration for performing work of a similar nature. This law is designed to eliminate historical wage gaps and promote gender equality by focusing on the actual tasks performed rather than the worker's sex.

287. (C) matters of recruitment, promotion, and training.

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Regional disparities in wages are frequently driven by differences in the cost of living and the concentration of economic activity. Major metropolitan areas typically have higher expenses for housing and services compared to rural regions. To maintain the same standard of living, workers in urban centers receive higher wages, reflecting the increased costs and the higher productivity associated with urban clusters.

270. (D) The level of international trade and globalization.
Wage differentials are influenced by various factors like specialized training, firm profitability, and labour market discrimination. However, the text does not mention the level of international trade and globalization as a specific driver of these differences. Instead, it focuses on internal factors such as human capital investment, nature of work, regional economic disparities, and specific institutional market imperfections.

271. (C) To prevent labour exploitation in vulnerable, unorganized sectors.
The Minimum Wages Act of 1948 serves as a protective social measure for workers in the unorganized sector. Its primary goal is to prevent exploitation by ensuring that employees in vulnerable occupations receive a minimum level of remuneration. By setting these standards, the legislation helps provide social justice and a basic subsistence level for those with limited bargaining power.

272. (B) occupations for which the government is empowered to fix minimum wages.
Scheduled employments are specific occupations listed in the schedule of the Minimum Wages Act for which the government has the authority to set minimum wage rates. These employments are typically sectors where labour is unorganized and susceptible to exploitation. The inclusion of an occupation in this list allows the appropriate government to intervene and regulate the wage floor.

273. (D) The Central or State government, depending on the employment.
Under the Minimum Wages Act, the responsibility for fixing and revising wages rests with the appropriate government. This refers to either the Central Government or the State Government, depending on the specific nature and jurisdiction of the employment involved. This decentralized approach allows for wage settings that reflect local economic conditions and the specific needs of various regional industries.

274. (A) account for changes in the cost of living.
Periodic revision of minimum wages is a mandatory feature of the Act to ensure that the real value of wages is maintained. Since the cost of living changes over time due to inflation, wages must be adjusted at least every five years. This process helps workers maintain their purchasing power and ensures that the minimum wage remains relevant to current prices.

275. (C) Consultation with representatives of both employers and employees.
The process of fixing or revising minimum wages requires the government to follow a consultative approach. This involves engaging with representatives from both the employer and employee groups, often through committees or public notifications. Such consultation ensures that the interests of all stakeholders are considered and that the resulting wage rates are fair, balanced, and economically feasible.

276. (A) To ensure timely wage payment and prevent unauthorized deductions.
The Payment of Wages Act of 1936 focuses on protecting workers' earnings by ensuring they are paid promptly and in full. It prevents employers from making unauthorized deductions that could unfairly reduce a worker's take-home pay. By regulating the manner and timing of payment, the law provides financial security and prevents arbitrary penalties that could lead to worker hardship.

277. (D) one month.
To ensure regularity in income, the Payment of Wages Act stipulates that the wage period for any employee cannot exceed one month. This legal requirement prevents employers from delaying payments for extended durations, such as quarterly or annually. By mandating a maximum monthly cycle, the Act ensures that workers receive their remuneration at predictable intervals to meet their ongoing expenses.

278. (B) A fine imposed for absence from duty.

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296. (D) To promote savings and provide financial security after retirement.
The Employees' Provident Fund and Miscellaneous Provisions Act is a key social security law aimed at encouraging long-term savings. Its fundamental objective is to provide financial security for workers after they retire or for their families in the event of their death. By mandating regular contributions, the Act helps build a substantial financial reserve for the worker's future needs.

297. (A) both the employer and the employee make contributions.
The provident fund is described as contributory because it involves regular monetary inputs from both the employer and the employee. Both parties contribute a specified percentage of the employee's wages to the fund. This shared responsibility ensures that a significant corpus is accumulated over time, providing a more robust financial cushion for the employee than if only one party contributed.

298. (B) The Employees' Pension Scheme (EPS)
Within the framework of the EPF & MP Act, the Employees' Pension Scheme (EPS) is specifically designed to provide a monthly income to retired workers. A portion of the employer's contribution is diverted to the pension fund to facilitate these recurring payments. This scheme ensures that members have a steady stream of income throughout their retirement years, enhancing their financial independence.

299. (B) A life insurance cover for the employee.
The Employees' Deposit Linked Insurance Scheme (EDLI) provides an essential life insurance benefit to members of the provident fund. In the unfortunate event of an employee's death while they are still in service, the scheme provides a lump-sum payment to their designated nominee or family. This insurance cover adds an extra layer of protection and financial security for the worker's dependents.

300. (A) retirement savings, pension, and life insurance.
The EPF & MP Act offers a multi-dimensional social safety net for the organized workforce by combining three major benefits. It includes the provident fund for lump-sum retirement savings, the pension scheme for regular monthly income after retirement, and the deposit-linked insurance for life cover. Together, these elements provide comprehensive protection against various financial risks associated with aging, retirement, and premature death.

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CHAPTER 09
Labour Welfare and Social Security

1. Which of the following best defines the concept of 'labour welfare'?
(A) Mandatory monetary benefits provided to workers by the employer.
(B) Total well-being of the employees and their families.
(C) Legal compliance requirements for workplace worker safety.
(D) Voluntary acts of charity to increase industrial productivity.

2. Identify the correct statement regarding the scope of labour welfare.
(A) It includes statutory and non-statutory well-being provisions.
(B) It is universally fixed across all industries and countries.
(C) It is strictly confined to activities within factory premises.
(D) It refers only to safety equipment provided at the workplace.

3. Canteen facilities, crèches, and restrooms provided within the factory premises are examples of which type of labour welfare service?
(A) Extra-mural welfare services
(B) Statutory welfare services only
(C) Intra-mural welfare services
(D) Non-statutory welfare services only

4. Which theory of labour welfare is based on the belief that employers hold their industrial assets in trust for the benefit of the workers and society?
(A) Placating Theory
(B) Philanthropic Theory
(C) Policing Theory
(D) Paternalistic or Trusteeship Theory

5. Match List-I with List-II regarding the theories of labour welfare.
List I: (Theory)
P. Policing Theory
Q. Religious Theory
R. Placating Theory
S. Functional Theory
List II: (Core Idea)
1. Welfare is provided to appease workers and prevent unionization.
2. Welfare is a means to secure, preserve, and develop the efficiency of labour.
3. Welfare is a state-enforced compulsion to ensure minimum standards for workers.
4. Welfare is an act of compassion driven by a sense of spiritual duty or atonement.
(A) P-3, Q-4, R-1, S-2
(B) P-1, Q-2, R-3, S-4
(C) P-3, Q-1, R-4, S-2
(D) P-4, Q-3, R-2, S-1

6. Read the following statements regarding labour welfare and select the correct option.
Statement I : Labour welfare is a dynamic concept that changes with societal norms and industrial development.
Statement II : The primary objective of labour welfare is solely to increase the profitability of the organization.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

7. All of the following are considered principles of labour welfare EXCEPT:
(A) Principle of Social Responsibility
(B) Principle of Adequacy of benefits
(C) Principle of Co-ordination
(D) Principle of Profit Maximization

8. A company decides to provide better housing facilities for its workers in a remote area, not because of a legal requirement, but to attract and retain skilled labour, thereby ensuring smoother production. This action is most aligned with which theory of labour welfare?

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(A) Functional Theory
(B) Religious Theory
(C) Policing Theory
(D) Philanthropic Theory

9. What is the effect of providing comprehensive labour welfare measures on industrial relations?
(A) It leads to an increase in industrial disputes and strikes.
(B) It has no impact on the relationship with the workers.
(C) It helps create a harmonious workplace atmosphere.
(D) It benefits management by weakening the trade unions.

10. The following question consists of two statements, an Assertion (A) and a Reason (R).
Assertion (A) : The 'Policing Theory' of labour welfare is based on the assumption that employers may exploit workers unless restrained by state intervention.
Reason (R) : The state enacts labour legislation to compel employers to provide a minimum level of welfare, acting as a check on their power.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

11. Which of the following is an INCORRECT statement about Social Security?
(A) It protects individuals against various life contingencies.
(B) It ensures a minimum standard of living for the citizens.
(C) It includes benefits for sickness, unemployment, and age.
(D) It is exclusively provided through private insurance schemes.

12. Identify the correct pair.
(A) Social Assistance : Contributory in nature
(B) Extra-mural Welfare : Housing facilities for workers
(C) Social Assurance : Based on a means test
(D) Labour Welfare : Limited to monetary compensation

13. The term 'Industrial Hygiene' is primarily concerned with:
(A) Personal cleanliness habits of individual workers.
(B) Treatment of diseases and injuries that have occurred.
(C) Control of workplace environmental factors causing sickness.
(D) Financial health and stability of the organization.

14. Which of the following is a key characteristic of 'Social Assistance'?
(A) It is a right earned through beneficiary contributions.
(B) Benefit amount is proportional to previous earnings.
(C) It is available to all citizens regardless of need.
(D) It is typically financed from general state revenues.

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15. Consider the following statements regarding the scope of labour welfare:
a. It includes facilities provided within the factory like canteens and first-aid.
b. It extends to facilities outside the factory like housing and education for children.
c. It is limited to measures mandated by law (statutory welfare).
d. It encompasses voluntary measures undertaken by employers (non-statutory welfare).
Which of the above statement(s) is/are correct?
(A) a and c only
(B) c and d only
(C) a, b, and d only
(D) a, b, c, and d

16. Which statement accurately describes the 'Philanthropic Theory' of labour welfare?
(A) It views welfare as an investment to improve worker efficiency.
(B) It is based on a desire to help others and love for mankind.
(C) It suggests welfare is provided to build a good public image.
(D) It posits that the state must force employers to provide welfare.

Beyond wage parity, the Equal Remuneration Act prohibits gender-based discrimination in various aspects of the employment lifecycle. This includes recruitment, promotions, training opportunities, and transfers. By covering these areas, the legislation ensures that women have equal access to career advancement and professional development, preventing employers from using gender as a basis for making any significant employment-related decisions.

288. (B) the skill, effort, and responsibility required.
Under the Act, work of a similar nature is determined by assessing the core requirements of the job. This includes the level of skill, the effort involved, and the responsibilities assigned to the worker. If these factors are substantially the same and performed under similar conditions, the work is considered similar, and the employer must provide equal remuneration regardless of gender.

289. (D) If another law prohibits or restricts the employment of women in that work.
The rule against gender discrimination in employment has a specific legal exception. Discrimination is permitted only if the employment of women in a particular category of work is explicitly prohibited or restricted by another existing law. This ensures that the Act does not conflict with other safety or regulatory statutes that might limit women's participation in specific hazardous or regulated industries.

290. (A) To facilitate enforcement and oversight of its anti-discrimination provisions.
Employers are required to maintain detailed registers and documentation under the Equal Remuneration Act to facilitate monitoring and compliance. These records allow designated authorities to verify that the establishment is adhering to anti-discrimination rules. By having a clear record of wages and employee details, the government can effectively enforce the mandate of equal pay and fair treatment for all.

291. (C) To offer a terminal lump-sum benefit for long service.
The Payment of Gratuity Act provides a terminal benefit to employees as a reward for their long-term service to an organization. Gratuity is paid as a lump-sum amount when an employee leaves the company after a significant period of employment. This payment recognizes the worker's loyalty and merit, providing them with essential financial support as they transition out of the workforce.

292. (A) Five years
To qualify for gratuity, an employee is generally required to have completed at least five years of continuous service with the same employer. This duration serves as a threshold to define what constitutes "long service" worthy of a terminal reward. This requirement ensures that the benefit is targeted toward committed employees who have contributed to the establishment over several years.

293. (D) Upon termination due to death or disablement.
The standard five-year continuous service requirement for gratuity is waived in tragic or unforeseen circumstances. If an employee's service is terminated due to their death or permanent disablement, the gratuity becomes payable immediately regardless of how long they worked. This provision ensures that the employee or their dependents receive financial assistance during times of extreme hardship and personal loss.

294. (B) last drawn wages by the employee.
The calculation of the gratuity amount is based on the employee's last drawn wages. Specifically, the law mandates a payment of fifteen days' wages for every completed year of service. Using the last drawn wage as the basis ensures that the final benefit reflects the worker's highest earning level and accounts for career progression and inflation over their period of employment.

295. (C) ten or more persons.
The Payment of Gratuity Act is applicable to a wide range of establishments, including factories, mines, ports, and shops. However, it specifically targets establishments that employ ten or more persons. Once an establishment reaches this threshold, it becomes legally obligated to provide gratuity benefits to its eligible employees, ensuring that social security reaches a large portion of the organized workforce.

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26. Which of the following statements about 'Social Assurance' is incorrect?
(A) It is financed by general taxation and requires a means test.
(B) It is based on the principle of pooling risks.
(C) Benefits are typically related to the contributions made.
(D) It is also known as social insurance.

27. The concept of 'labour welfare' being a 'placating' measure implies that it is used by management to:
(A) Genuinely improve the quality of life for workers.
(B) Comply with international labour standards.
(C) Enhance the company's brand value among customers.
(D) Pacify the workers and reduce their militancy.

28. A safety audit in a factory found that several workers in the grinding section were not using safety goggles, despite they being available. The supervisor took no action. From a safety management perspective, how would you classify the workers' and supervisor's actions?
(A) Both are unsafe conditions.
(B) The workers' action is an unsafe act, and the supervisor's inaction is a failure in safety management.
(C) The workers' action is an unsafe condition, and the supervisor's action is an unsafe act.
(D) Both are unavoidable aspects of industrial work.

29. Read the following statements and select the correct option.
Statement I : Industrial health focuses on preventing work-related illnesses.
Statement II : Industrial safety focuses on preventing work-related injuries and accidents.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

30. Match List-I with List-II regarding welfare types and examples.
List I: (Welfare Type)
P. Statutory Welfare
Q. Voluntary Welfare
R. Mutual Welfare
S. Extra-mural Welfare
List II: (Example)
1. Medical insurance scheme provided by a trade union for its members.
2. Housing and transport facilities provided by the employer.
3. Establishment of a crèche as per the Factories Act.
4. An award for perfect attendance instituted by the company management.
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-4, R-1, S-2
(C) P-3, Q-1, R-4, S-2
(D) P-4, Q-3, R-2, S-1

31. The primary purpose of industrial health programs is:
(A) To maintain and promote worker well-being.
(B) To increase hospital beds near the factory.
(C) To provide insurance for retired employees.
(D) To reduce the cost of industrial raw materials.

32. The provision of old age pensions financed from general state revenue and given to elderly citizens who meet a poverty criterion is an example of:
(A) Social Assurance
(B) Social Assistance
(C) Corporate Social Responsibility
(D) Labour Welfare Fund

33. Which of the following is NOT a type of hazard typically addressed by industrial hygiene?
(A) Chemical hazards (e.g., toxic gases, solvents)
(B) Physical hazards (e.g., noise, radiation)
(C) Financial hazards (e.g., market fluctuations)
(D) Biological hazards (e.g., bacteria, viruses)

34. A worker in a coal mine develops a chronic lung disease due to the inhalation of coal dust over many years. This condition is best described as:
(A) An industrial accident
(B) An unsafe act
(C) An occupational disease
(D) A congenital ailment

35. The following question consists of two statements, an Assertion (A) and a Reason (R).

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112. Identify the incorrect pair regarding types of labour welfare.
(A) Statutory Welfare : Provided as per legal requirements
(B) Compulsory Welfare : Provided by charitable organizations
(C) Mutual Welfare : Provided by trade unions for their members
(D) Voluntary Welfare : Provided by the employer out of their own initiative

113. An 'ergonomic' hazard in the workplace relates to:
(A) The risk of fire and explosion.
(B) The presence of harmful bacteria or viruses.
(C) The mismatch between the worker and the job design, leading to musculoskeletal disorders.
(D) The psychological stress arising from interpersonal conflicts.

114. Sickness, maternity, old age, and unemployment are often referred to in the context of social security as:
(A) Certainties
(B) Privileges
(C) Luxuries
(D) Contingencies

115. Consider the following characteristics regarding 'Social Assurance' (Social Insurance):
a. It is non-contributory.
b. It is financed by contributions from beneficiaries and/or their employers.
c. Entitlement to benefits is subject to a means test.
d. Benefits are provided as a matter of right.
Which of the above statement(s) is/are correct?
(A) a and c
(B) b and d
(C) a and d
(D) b and c

116. A company invests in a state-of-the-art dust collection system in its cement plant. This is a measure of:
(A) Industrial safety, to prevent slips and falls.
(B) Industrial hygiene, to control airborne contaminants.
(C) Extra-mural welfare, to improve community relations.
(D) Social assistance, to help the local population.

117. The best way to describe the relationship between labour welfare and social security is:
(A) They are identical concepts.
(B) Labour welfare is a subset of social security.
(C) Social security is a subset of labour welfare.
(D) They are completely unrelated concepts.

118. Which of the following is NOT an occupational lung disease?
(A) Pneumoconiosis
(B) Silicosis
(C) Asbestosis
(D) Tuberculosis

119. Read the following statements and select the correct option.
Statement I : The 'Policing Theory' of welfare suggests that owners provide welfare out of their own kindness.
Statement II : The 'Philanthropic Theory' of welfare suggests that the state must force owners to provide welfare.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

120. Consider the following actions and identify which fall under the 'Control' stage of industrial hygiene:
a. Taking air samples to measure dust levels.
b. Identifying that a new chemical is a potential carcinogen.
c. Installing a local exhaust ventilation hood over a chemical tank.
d. Providing respirators to workers.
e. Reviewing literature on the toxicity of a substance.
Which of the above statement(s) is/are correct?
(A) a and e
(B) b and e
(C) c and d
(D) a and b

121. The main difference between a statutory and a non-statutory welfare scheme is the element of:
(A) Cost
(B) Compulsion

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44. The fundamental difference between Social Assistance and Social Assurance lies in the:
(A) Type of benefits provided.
(B) Source of financing and the basis of entitlement.
(C) Age of the beneficiaries.
(D) Involvement of the government.

45. Consider the following items and identify which are typically considered within the scope of social security:
a. Sickness benefits
b. Maternity benefits
c. Commercial business loans
d. Unemployment benefits
e. Old-age pensions
Which of the above statement(s) is/are correct?
(A) a, b, c, and d
(B) a, c, d, and e
(C) c, d, and e only
(D) a, b, d, and e

46. What is the primary focus of the 'Religious Theory' of labour welfare?
(A) Viewing welfare as an investment with expected returns.
(B) Providing welfare as an act of atonement for sins or as a manifestation of piety.
(C) Using welfare as a tool for creating a positive public image.
(D) Seeing welfare as a legal compulsion enforced by the state.

47. In industrial hygiene, 'evaluation' refers to the process of:
(A) Designing new and safer industrial machinery.
(B) Providing medical treatment to workers who have fallen ill.
(C) Quantifying the magnitude of a health hazard by measuring the level of exposure.
(D) Firing employees who do not follow safety protocols.

48. A textile mill worker develops a lung condition known as "brown lung disease" after years of inhaling cotton dust. This specific occupational disease is called:
(A) Byssinosis
(B) Asbestosis
(C) Silicosis
(D) Farmer's lung

49. Read the following statements and select the correct option.
Statement I : Industrial safety is a reactive measure, implemented only after an accident has occurred.
Statement II : Industrial health is a proactive measure, focused on the long-term well-being of the workforce.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

50. Which of the following best describes the 'Placating Theory' of labour welfare?
(A) Labour welfare is provided to appease workers and counter the influence of trade unions.
(B) Labour welfare is a moral duty of the employers towards their employees.
(C) Labour welfare is essential for maintaining the physical and mental health of workers, thus ensuring their efficiency.
(D) Labour welfare is a legal obligation imposed by the state on employers.

51. The concept that requires benefits under a social security scheme to be given to individuals based on a 'means test' is a characteristic of:
(A) Social Insurance
(B) Provident Funds
(C) Social Assistance
(D) Gratuity Schemes

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52. In industrial safety terminology, PPE stands for:
(A) Primary Protective Equipment
(B) Production Process Engineering
(C) Plant Performance Evaluation
(D) Personal Protective Equipment

53. An industrial accident is best defined as:
(A) A long-term illness developed due to workplace exposure.
(B) Any planned shutdown of machinery for maintenance.
(C) An unintended event in employment leading to injury.
(D) A disagreement between a worker and a supervisor.

(D) Philanthropic activity

92. An 'unsafe condition' that could lead to an industrial accident would be:
(A) A worker taking a shortcut through a dangerous area.
(B) A poorly maintained and frayed electrical wire.
(C) A worker operating machinery without authorization.
(D) A worker engaging in horseplay.

93. The philosophy that a healthy worker is a productive worker and that providing welfare facilities is a good business investment is central to which theory?
(A) Functional Theory
(B) Religious Theory
(C) Placating Theory
(D) Policing Theory

94. Which of the following is an example of an 'administrative control' for reducing exposure to a workplace hazard?
(A) Replacing a toxic chemical with a non-toxic one.
(B) Installing a local exhaust ventilation system.
(C) Providing workers with gloves and masks.
(D) Implementing job rotation to limit an individual worker's exposure time.

95. Consider the following items and identify which fall under the scope of 'Industrial Health':
a. Pre-employment medical examinations.
b. Periodical medical check-ups for workers.
c. Providing immediate first-aid for injuries.
d. Health education and counseling for workers.
e. Negotiating the price of raw materials for production.
Which of the above statement(s) is/are correct?
(A) a, b, and e
(B) c, d, and e
(C) a, b, c, and d
(D) a, b, and d only

96. Identify the correct statement.
(A) Social assistance benefits are linked to the beneficiary's past contributions.
(B) Social assurance is a means-tested benefit.
(C) Social assistance is typically financed through general taxation.
(D) Social assurance is a form of charity provided by the state.

97. An occupational disease caused by the inhalation of iron particles, often seen in welders and iron workers, is known as:
(A) Silicosis
(B) Asbestosis
(C) Siderosis
(D) Byssinosis

98. A company-run gymnasium and sports facility for employees and their families is a type of:
(A) Statutory and Intra-mural welfare
(B) Non-statutory and Extra-mural welfare
(C) Statutory and Extra-mural welfare
(D) Non-statutory and Intra-mural welfare

99. The principle that welfare measures must be provided in a timely manner to be effective, especially in cases of accident or sickness, is known as the:
(A) Principle of Adequacy
(B) Principle of Integration
(C) Principle of Timeliness
(D) Principle of Efficiency

100. The concept of 'labour welfare' is best described as:
(A) A fixed set of amenities to be provided to all workers.
(B) A dynamic process of improving the quality of work life and life outside of work.
(C) A legal framework to punish errant employers.
(D) A method for increasing company profits at the expense of workers.

101. Which of the following is NOT a form of social security benefit?
(A) Sickness benefit
(B) Maternity benefit
(C) Business profit-sharing
(D) Unemployment benefit

102. The first step in any effective industrial safety program is:
(A) Purchasing insurance policies.
(B) Identifying potential hazards.
(C) Punishing workers for accidents.

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63. The fundamental principle of 'social insurance' is:
(A) Pooling of risks through contributions to provide defined benefits.
(B) Benevolence from the state to the needy.
(C) Maximizing returns on investment for the insurance provider.
(D) Distributing charity collected from the public.

64. Providing safety guards on moving parts of a machine is an example of what kind of accident prevention measure?
(A) An attempt to eliminate an unsafe act.
(B) An attempt to eliminate an unsafe condition.
(C) A form of personal protective equipment.
(D) A method of safety training.

65. Consider the following statements regarding the concept and scope of Labour Welfare:
a. It is a static concept with a universally accepted definition.
b. It includes both statutory and non-statutory measures.
c. Its primary aim is to improve the working and living conditions of employees.
d. It is exclusively concerned with the financial well-being of workers.
Which of the above statement(s) is/are correct?
(A) a and d only
(B) b and c only
(C) a, b, and c only
(D) b, c, and d only

66. Which one of the following is an INCORRECT statement about Social Assistance?
(A) It is financed from general revenues of the state.
(B) Beneficiaries are entitled to benefits as a matter of legal right, irrespective of their income.
(C) The benefits are provided after applying a means test.
(D) It is non-contributory in nature.

67. The most effective way to control industrial health hazards is generally considered to be:
(A) Providing personal protective equipment to all workers.
(B) Implementing engineering controls to eliminate or isolate the hazard at the source.
(C) Conducting frequent medical examinations to detect disease early.
(D) Relying on administrative controls like job rotation.

68. A newly hired, untrained worker is injured while trying to clear a jam in a machine without switching it off. This accident can be primarily attributed to:
(A) A combination of an unsafe act and personal factors (lack of training).
(B) An unsafe condition.
(C) An act of God.
(D) A deliberate act of sabotage.

69. Read the following statements and select the correct option.
Statement I : The Trusteeship theory of labour welfare was strongly advocated by Mahatma Gandhi.
Statement II : The theory posits that employers are merely trustees of the company's wealth, which should be used for the good of the workers and society.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

70. Consider the following activities and identify which are examples of extra-mural labour welfare activities:
a. Restrooms and changing rooms inside the factory.
b. A canteen providing subsidized meals on the factory premises.
c. Company-provided housing colony for workers.
d. Educational facilities for workers' children.
e. A recreation club sponsored by the employer.
Which of the above statement(s) is/are correct?
(A) a, b, and c
(B) c, d, and e
(C) a, c, and d
(D) b, d, and e

71. The 'anticipation' step in industrial hygiene involves:
(A) Measuring the concentration of a chemical in the air.
(B) Foreseeing potential health hazards in a new

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process or material before it is introduced.
(C) Treating a worker who has been exposed to a hazard.
(D) Installing ventilation systems to remove contaminants.

72. Identify the incorrect pair.
(A) Statutory Welfare : Crèche as per Factories Act
(B) Non-Statutory Welfare : Company-sponsored tour for employees
(C) Intra-mural Welfare : Drinking water facilities at the workplace
(D) Extra-mural Welfare : First-aid box inside the factory

73. The concept of social security covers contingencies which result in:
(A) An increase in personal income and wealth.
(B) An interruption or loss of earning capacity.
(C) An opportunity for career advancement.
(D) A planned holiday or vacation.

74. A worker suffering from hearing loss after years of exposure to high noise levels in a boiler room is an example of:
(A) A typical industrial accident.
(B) An occupational disease.
(C) A genetic disorder.
(D) An act of negligence by the worker.

75. Arrange the following theories of labour welfare in a plausible order from a less to a more progressive management philosophy.
1. Functional Theory
2. Policing Theory
3. Paternalistic Theory
4. Philanthropic Theory

Choose the correct sequence:
(A) 2, 4, 3, 1
(B) 1, 2, 3, 4
(C) 4, 3, 2, 1
(D) 2, 3, 4, 1

76. Which of the following is NOT a principle of social security?
(A) Principle of Pooling of Risk
(B) Principle of Social Adequacy
(C) Principle of Profit Maximization
(D) Principle of Self-Help

77. The term 'hygiene' in 'industrial hygiene' is derived from Hygieia, the Greek goddess of:
(A) Health
(B) Work
(C) Safety
(D) Justice

78. A factory manager decides to start a literacy program for illiterate workers. This initiative is a form of:
(A) Labour Welfare measure
(B) Industrial Safety measure
(C) Industrial Hygiene measure
(D) Social Assistance program

79. Read the following statements and select the correct option.
Statement I : Social security is a broader concept than labour welfare.
Statement II : Labour welfare is often one component of the broader social security framework of a nation.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

80. Match List-I (Concept) with List-II (Description).
List I: (Concept)
P. Social Assistance
Q. Social Assurance
R. Intra-mural Welfare
S. Extra-mural Welfare
List II: (Description)
1. Contributory, benefit as a right
2. Non-contributory, means-tested
3. Services outside the factory (e.g., housing)
4. Services inside the factory (e.g., canteen)
(A) P-1, Q-2, R-3, S-4
(B) P-2, Q-1, R-4, S-3
(C) P-2, Q-4, R-1, S-3
(D) P-3, Q-1, R-4, S-2

81. The main objective of providing industrial safety is to prevent:
(A) Forwarding production targets to employees.
(B) The occurrence of accidents and injuries.
(C) Workers from demanding higher wages.
(D) The development of long-term occupational diseases.

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82. The 'control' phase in the practice of industrial hygiene aims to:
(A) Discipline workers who do not follow rules.
(B) Reduce or eliminate worker exposure to identified hazards.
(C) Document accidents that have already occurred.
(D) Identify potential hazards in the workplace.

83. What is the most significant difference between industrial health and industrial hygiene?
(A) Health is a broad well-being concept; hygiene is hazard control.
(B) Industrial hygiene is managed by doctors, while industrial health is managed by engineers.
(C) Industrial health deals with accidents, while industrial hygiene deals with diseases.
(D) There is no difference; the terms are perfectly synonymous.

84. Inhalation of silica dust, common in mining and stone-cutting industries, leads to which occupational lung disease?
(A) Asbestosis
(B) Silicosis
(C) Byssinosis
(D) Siderosis

85. The following question consists of two statements, an Assertion (A) and a Reason (R).
Assertion (A) : Provision of Personal Protective Equipment (PPE) is often considered the last line of defense in controlling workplace hazards.
Reason (R) : Engineering and administrative controls, which eliminate or reduce the hazard at its source, are more effective and reliable than relying on individual workers to use PPE correctly every time.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

86. A scholarship program funded by a company for the children of its employees is an example of:
(A) Intra-mural welfare
(B) Statutory welfare
(C) Extra-mural welfare
(D) Social assistance

87. Which theory argues that labour welfare is provided to create a positive image of the company and to gain the trust of the public?
(A) Paternalistic Theory
(B) Placating Theory
(C) Public Relations Theory
(D) Policing Theory

88. The defining characteristic of a 'statutory' welfare provision is that it is:
(A) Mandated by law or legislation.
(B) Provided voluntarily by the employer.
(C) Managed by the trade union.
(D) Available only to managerial staff.

89. Read the following statements and select the correct option.
Statement I : A key goal of social security is to provide a 'cradle to grave' protection against life's uncertainties.
Statement II : Social security schemes are only concerned with providing benefits after retirement.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

90. Consider the following activities and identify which are primarily concerned with 'Industrial Hygiene':
a. Investigating the causes of a specific machine failure.
b. Measuring noise levels in a workshop.
c. Analyzing air samples for toxic vapors.
d. Designing an employee bonus scheme.
Which of the above statement(s) is/are correct?
(A) a and d
(B) b and c
(C) a and b
(D) c and d

91. The Employees' State Insurance (ESI) scheme in India, which is funded by contributions from employees, employers, and the government, is a prime example of:
(A) Social Assistance
(B) Social Assurance (Insurance)
(C) Non-statutory welfare

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54. The principle of labour welfare that suggests that the benefits offered should be significant enough to make a real improvement in the workers' well-being is the:
(A) Principle of Co-ordination
(B) Principle of Adequacy
(C) Principle of Timeliness
(D) Principle of Social Responsibility

55. Match List-I (Occupational Disease) with List-II (Causative Agent/Industry).
List I: (Occupational Disease)
P. Silicosis
Q. Anthracosis (Black Lung)
R. Lead Poisoning
S. Dermatitis
List II: (Causative Agent/Industry)
1. Coal Mining
2. Battery manufacturing, Painting
3. Skin contact with chemicals, oils
4. Quarrying, Stone crushing, Mining
(A) P-4, Q-1, R-2, S-3
(B) P-1, Q-4, R-3, S-2
(C) P-4, Q-2, R-1, S-3
(D) P-2, Q-1, R-4, S-3

56. Read the following statements and select the correct option.
Statement I : Intra-mural welfare activities are those provided outside the factory premises.
Statement II : Extra-mural welfare activities include housing, recreation clubs, and educational facilities.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

57. All of the following are examples of unsafe conditions at a workplace EXCEPT:
(A) Poorly lit stairways
(B) Defective tools and equipment
(C) Failure to use provided safety goggles
(D) Congested workspace and blocked aisles

58. A company decides to provide better housing facilities for its workers in a remote area, not because of a legal requirement, but to attract and retain skilled labour, thereby ensuring smoother production. This action is most aligned with which theory of labour welfare?
(A) Functional Theory
(B) Religious Theory
(C) Policing Theory
(D) Philanthropic Theory

59. The key distinction between an 'accident' and an 'occupational disease' is:
(A) The severity of the outcome.
(B) The part of the body affected.
(C) The cost of treatment.
(D) The speed of onset; an accident is sudden while a disease is gradual.

60. The following question consists of two statements, an Assertion (A) and a Reason (R).
Assertion (A) : The scope of Labour Welfare is dynamic and expands over time.
Reason (R) : As societies evolve, perceptions of social justice, worker rights, and the responsibility of the industry change, leading to the inclusion of new welfare measures.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

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61. Which of the following is NOT considered a primary objective of industrial health services?
(A) The promotion and maintenance of the highest degree of workers' well-being.
(B) The prevention of departures from health among workers caused by their working conditions.
(C) The negotiation of wage settlements and bonus payments with trade unions.
(D) The placement and maintenance of workers in an occupational environment adapted to their physiological and psychological equipment.

62. Identify the correct pair.
(A) Social Security : A concept limited to developed nations.
(B) Occupational Disease : A sudden, unexpected injury.
(C) Trusteeship Theory : Views welfare as a means to get good publicity.
(D) Industrial Hygiene : Focuses on controlling workplace environmental hazards.

(D) Forming a safety committee.

103. Read the following statements and select the correct option.
Statement I : Industrial hygiene is primarily concerned with the treatment of existing diseases.
Statement II : The core of industrial hygiene is the prevention of occupational diseases through environmental control.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

104. The term 'Pneumoconiosis' refers to a group of occupational lung diseases caused by:
(A) Inhalation of dust
(B) Exposure to loud noise
(C) Repetitive strain injury
(D) Exposure to radiation

105. Match List-I (Hazard Type) with List-II (Example).
List I: (Hazard Type)
P. Physical Hazard
Q. Chemical Hazard
R. Biological Hazard
S. Ergonomic Hazard
List II: (Example)
1. Poorly designed workstation causing back pain
2. Exposure to airborne bacteria in a hospital
3. Excessive noise from machinery
4. Inhalation of solvent fumes
(A) P-3, Q-4, R-2, S-1
(B) P-1, Q-2, R-3, S-4
(C) P-3, Q-1, R-4, S-2
(D) P-4, Q-3, R-2, S-1

106. A key feature of 'Social Assistance' is that it is:
(A) Contributory
(B) Universally available to all citizens
(C) Means-tested
(D) Funded by employers only

107. Which of the following is an INCORRECT statement regarding industrial safety?
(A) It aims to create a hazard-free work environment.
(B) It involves both engineering and behavioral approaches.
(C) Its success is measured by the number of accidents that occur.
(D) It is solely the responsibility of the government inspectors.

108. A factory that provides cool drinking water, adequate lighting, and clean toilets is fulfilling its obligations for:
(A) Extra-mural welfare
(B) Intra-mural welfare
(C) Social security
(D) Financial incentives

109. The 'Trusteeship' or 'Paternalistic' theory of labour welfare is often criticized for:
(A) Being too expensive for the employer.
(B) Creating a sense of dependency and discouraging self-reliance among workers.
(C) Requiring too much government intervention.
(D) Focusing excessively on increasing productivity.

110. The following question consists of two statements, an Assertion (A) and a Reason (R).
Assertion (A) : The distinction between social assistance and social assurance is fundamental to the design of social security systems.
Reason (R) : Social assistance is funded from state revenue for the needy, while social assurance is a contributory system where benefits are an earned right, catering to different principles of social protection.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

111. The process of measuring a worker's exposure to a substance by analyzing its concentration in a biological sample (e.g., blood, urine) is known as:
(A) Environmental monitoring
(B) Safety audit
(C) Job hazard analysis
(D) Biological monitoring

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Assertion (A) : Social security measures are essential for social cohesion and economic stability in a country.
Reason (R) : They provide a safety net that protects individuals from destitution arising from contingencies like unemployment, sickness, or old age, thereby maintaining purchasing power and social peace.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

36. An employer who believes, "I am the owner, and these workers are my children; I must take care of them," is acting according to which theory of labour welfare?
(A) Placating Theory
(B) Paternalistic Theory
(C) Public Relations Theory
(D) Functional Theory

37. Which of the following is the best example of 'Social Assurance'?
(A) Free meals for the homeless by a charity.
(B) Government unemployment allowances for the poor.
(C) A state contributory provident fund scheme.
(D) One-time company medical emergency grants.

38. The mystery of systematically identifying workplace hazards and evaluating the associated risks is known as:
(A) Risk assessment
(B) Safety audit
(C) Accident investigation
(D) Job analysis

39. Read the following statements and select the correct option.
Statement I : Unsafe working conditions are environmental or physical factors that can cause or contribute to accidents.
Statement II : Unsafe acts are human actions that deviate from standard safety procedures.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

40. Consider the following welfare measures and identify which can be classified as both intra-mural and statutory:
a. First-aid appliances within the factory.
b. A sports club established voluntarily by the employer far from the factory.
c. A crèche for a specified number of women workers as required by law.
d. Free company transport provided to workers living in the city.
Which of the above statement(s) is/are correct?
(A) a and c only
(B) b and d only
(C) a and d only
(D) b and c only

41. Which of the following represents a measure to control a workplace hazard at its source?
(A) Providing workers with respirators.
(B) Conducting regular medical check-ups for workers.
(C) Rotating workers through a high-exposure area.
(D) Enclosing a noisy machine in a sound-proof box.

42. Identify the incorrect statement regarding the principles of labour welfare.
(A) The Principle of Efficiency states welfare should improve workers' productivity.
(B) The Principle of Uniformity states that welfare measures should be identical across all industries and regions.
(C) The Principle of Co-ordination emphasizes the need to integrate welfare programs with other management functions.
(D) The Principle of Social Responsibility holds that industry has a moral obligation to the well-being of its employees.

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43. Which of the following is an occupational disease primarily caused by the inhalation of asbestos fibres?
(A) Silicosis
(B) Asbestosis
(C) Byssinosis
(D) Anthracosis

(C) Location
(D) Utility

122. Which of the following is a primary cause of industrial accidents categorized as an 'unsafe act'?
(A) Operating machinery at an unsafe speed.
(B) Congested layout of the plant.
(C) Improperly guarded equipment.
(D) Insufficient lighting in the work area.

123. The scope of social security is determined by the range of _____ it seeks to cover.
(A) Industries
(B) Geographic areas
(C) Contingencies
(D) Job titles

124. Dermatitis, or inflammation of the skin, caused by contact with chemicals or irritants at the workplace is a common type of:
(A) Industrial accident
(B) Systemic poisoning
(C) Occupational disease
(D) Ergonomic injury

125. Arrange the following in the hierarchy of controls for occupational hazards, from most effective to least effective.
1. Personal Protective Equipment (PPE)
2. Elimination/Substitution
3. Administrative Controls
4. Engineering Controls

Choose the correct sequence:
(A) 1, 3, 4, 2
(B) 2, 4, 3, 1
(C) 4, 2, 1, 3
(D) 2, 3, 1, 4

126. A government program providing a monthly cash stipend to destitute elderly persons who have no source of income is an example of:
(A) Social assurance
(B) Social assistance
(C) Labour welfare
(D) A provident fund

127. The 'Recognition' phase of industrial hygiene involves:
(A) Identifying potential health hazards present in the work environment.
(B) Implementing control measures.
(C) Measuring exposure levels.
(D) Treating affected employees.

128. An employer providing a subsidized canteen inside the factory as required under the Factories Act is an example of:
(A) Voluntary, intra-mural welfare
(B) Statutory, extra-mural welfare
(C) Statutory, intra-mural welfare
(D) Voluntary, extra-mural welfare

129. Read the following statements and select the correct option.
Statement I : Industrial safety is concerned with sudden events leading to injury.
Statement II : Occupational health is concerned with long-term exposures leading to illness.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

130. Match List-I (Labour Welfare Theory) with List-II (Motive of Employer).
List I: (Theory)
P. Paternalistic Theory
Q. Placating Theory
R. Functional Theory
S. Public Relations Theory
List II: (Motive of Employer)
1. To enhance labour productivity and efficiency.
2. To build a good image and reputation for the company.
3. To act as a guardian or parent to the employees.
4. To pacify labour and discourage union activities.
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-4, R-1, S-2
(C) P-3, Q-1, R-4, S-2
(D) P-4, Q-3, R-2, S-1

131. The primary aim of social security is to:
(A) Provide loans for starting new businesses.
(B) Give citizens the right to a basic standard of living and protect them from adversity.
(C) Ensure that all industries are profitable.
(D) Fund public infrastructure projects like roads and bridges.

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132. Which of the following is NOT an objective of a safety program?
(A) To reduce the number of accidents and injuries.
(B) To increase awareness of safety among employees.
(C) To comply with legal safety standards.
(D) To identify employees responsible for accidents and penalize them.

133. A disease caused by the inhalation of fine crystalline silica dust is known as:
(A) Brucellosis
(B) Bagassosis
(C) Silicosis
(D) Anthrax

134. If a company replaces a highly toxic solvent used for cleaning with a less toxic, water-based detergent, this is an example of which type of hazard control?
(A) Isolation
(B) Substitution
(C) Ventilation
(D) Personal Protective Equipment

135. The following question consists of two statements, an Assertion (A) and a Reason (R).
Assertion (A) : Industrial hygiene is a multi-disciplinary science.
Reason (R) : It draws upon knowledge from fields like chemistry, physics, engineering, toxicology, and medicine to manage workplace health issues.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

136. The concept of 'social assurance' is characterized by:
(A) The principle of benevolence and charity.
(B) The principle of pooling risk through mandatory contributions.
(C) The principle of means-testing before providing benefits.
(D) The principle of financing from general tax revenue exclusively.

137. Which of the following is the most appropriate example of an 'unsafe condition'?
(A) Oily and slippery floor near a machine.
(B) Not wearing a helmet in a construction zone.
(C) Using a screwdriver as a chisel.
(D) Joking and throwing tools in the workshop.

138. Which theory of labour welfare assumes that workers are weak and management must provide for them as a parent would for a child?
(A) Paternalistic Theory
(B) Functional Theory
(C) Placating Theory
(D) Policing Theory

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139. Read the following statements and select the correct option.
Statement I : Occupational diseases typically have a long latency period.
Statement II : Industrial accidents are characterized by their sudden and unexpected nature.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

140. Consider the following items and identify which are considered 'Principles of Labour Welfare':
a. Principle of Adequacy
b. Principle of Social Responsibility
c. Principle of Co-ordination
d. Principle of Profitability First
Which of the above statement(s) is/are correct?
(A) a and b only
(B) a, b and c only
(C) c and d only
(D) a, b, c and d

141. The provision of unemployment benefits, where eligibility is based on prior employment and contributions, is a classic example of:
(A) Social Assistance
(B) Social Insurance
(C) Philanthropy
(D) Corporate Charity

142. The "evaluation" step of industrial hygiene practice is best described as:
(A) The identification of potential workplace

hazards.
(B) The measurement of the extent of worker exposure to hazards.
(C) The implementation of controls to mitigate hazards.
(D) The provision of medical care to affected workers.

143. Providing housing facilities, libraries, and reading rooms for workers would fall under which category of labour welfare?
(A) Intra-mural welfare
(B) Extra-mural welfare
(C) Financial welfare
(D) Safety welfare

144. Which disease is often called "white lung" and is caused by inhaling asbestos fibres?
(A) Silicosis
(B) Byssinosis
(C) Asbestosis
(D) Anthracosis

145. Consider the following statements regarding the differences between Social Assistance and Social Assurance:
a. Social Assistance is means-tested.
b. Social Assurance is contributory.
c. Social Assistance is funded from general tax revenues.
d. Social Assurance provides benefits as a legal right based on contributions.
e. Social Assistance is only for government employees.
Which of the above statement(s) is/are correct?
(A) a, b, c, and d
(B) b, c, d, and e
(C) a, c, and e only
(D) a, b, and d only

146. A safety policy, safety committees, and safety training are all components of a comprehensive:
(A) Industrial Hygiene Program
(B) Social Security System
(C) Industrial Safety Program
(D) Labour Welfare Policy

147. Which theory of labour welfare is based on the idea of appeasing workers to prevent them from engaging in strikes or other forms of industrial action?
(A) Functional Theory
(B) Religious Theory
(C) Placating Theory
(D) Public Relations Theory

148. Identify the incorrect statement.
(A) Industrial health is a broader concept than industrial hygiene.
(B) Industrial accidents are sudden events, while occupational diseases develop over time.
(C) Unsafe acts and unsafe conditions are the two main causes of accidents.
(D) Industrial hygiene is exclusively focused on the psychological well-being of workers.

149. The fundamental purpose of social security is to provide:
(A) Income security
(B) Job security
(C) Profit security
(D) Market security

150. Which of the following is NOT an example of personal protective equipment (PPE)?
(A) Safety helmet
(B) Safety goggles
(C) A machine guard
(D) Ear muffs

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151. The idea that industry has a duty towards its employees and the community is the cornerstone of the:
(A) Principle of Association
(B) Principle of Social Responsibility
(C) Principle of Re-compensation
(D) Principle of Individualism

152. Which of the following is a physical hazard in the workplace?
(A) Benzene vapour
(B) Legionella bacteria
(C) Excessive noise
(D) Repetitive tasks

153. Read the following statements and select the correct option.
Statement I : Social Assistance provides a safety net for the most vulnerable sections of society.
Statement II : Social Assurance is based on the principle of individual equity, where benefits

are related to contributions.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

154. The concept of 'total welfare' refers to:
(A) The sum total of intra-mural and extra-mural welfare activities.
(B) The welfare of only the top management.
(C) Welfare activities that are mandated only by law.
(D) Welfare provided only by trade unions.

155. Match List-I (Term) with List-II (Definition).
List I: (Term)
P. Industrial Accident
Q. Occupational Disease
R. Unsafe Act
S. Unsafe Condition
List II: (Definition)
1. A physical or environmental situation that is hazardous.
2. A human action that violates a safety rule or procedure.
3. An illness or disorder caused by workplace exposure over a period of time.
4. A sudden, unplanned event causing injury or damage.
(A) P-4, Q-3, R-2, S-1
(B) P-1, Q-2, R-3, S-4
(C) P-4, Q-1, R-2, S-3
(D) P-3, Q-4, R-1, S-2

156. The provision of crèches, canteens, and first-aid facilities under the Factories Act, 1948, in India are examples of:
(A) Statutory welfare
(B) Non-statutory welfare
(C) Mutual welfare
(D) Voluntary welfare

157. Which of the following is a biological hazard?
(A) Loud noise
(B) Asbestos dust
(C) An airborne virus
(D) A poorly lit corridor

158. The main feature distinguishing social insurance (assurance) from private insurance is that social insurance is typically:
(A) Compulsory and based on social adequacy.
(B) Voluntary and for-profit.
(C) Available only to the wealthy.
(D) Focused on property protection.

159. A manager who says, "Investing in safety and health improves morale and productivity, which is good for business," is thinking along the lines of the:
(A) Functional Theory
(B) Policing Theory
(C) Religious Theory
(D) Paternalistic Theory

160. The following question consists of two statements, an Assertion (A) and a Reason (R).
Assertion (A) : Unsafe acts are a more frequent cause of industrial accidents than unsafe conditions.
Reason (R) : Human behavior, such as taking shortcuts, complacency, or lack of training, contributes significantly to accident causation.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

161. A free medical camp organized in a village by the government for all its residents is an example of a program based on the principles of:
(A) Social Assurance
(B) Social Assistance
(C) Corporate Welfare
(D) Labour Insurance

162. Identify the correct pair.
(A) Industrial hygiene : Recognition, evaluation, and control of hazards
(B) Intra-mural welfare : Holiday homes for workers
(C) Extra-mural welfare : Canteen within the factory
(D) Social assistance : Contributory pension scheme

163. The primary focus of industrial safety is on the prevention of:
(A) Immediate physical injury.
(B) Long-term health deterioration.

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(C) Financial loss to the company.
(D) Unionization of the workforce.

164. The occupational disease Byssinosis is most commonly associated with workers in which industry?
(A) Coal mining
(B) Textile industry (cotton processing)
(C) Battery manufacturing
(D) Ship-breaking

165. Consider the following aspects regarding industrial health's scope:
a. Pre-employment and periodical health examinations.
b. Monitoring of the work environment for hazards.
c. Providing first-aid and emergency treatment.
d. Advising on safety, hygiene, and ergonomics.
Which of the above statement(s) is/are correct?
(A) a and b only
(B) c and d only
(C) a, c and d only
(D) a, b, c, and d

166. Which of the following is NOT a fundamental principle of labour welfare?
(A) Principle of Timeliness
(B) Principle of Adequacy
(C) Principle of Selective Application
(D) Principle of Social Responsibility

167. The main difference between 'social assistance' and 'charity' is that social assistance is:
(A) Based on a legal entitlement or statutory provision.
(B) Provided by private individuals.
(C) Entirely voluntary and discretionary.
(D) Available only to workers in organized sectors.

168. The use of job rotation and limiting work hours in a hazardous area are examples of:
(A) Administrative controls
(B) Engineering controls
(C) Personal protective equipment
(D) Hazard elimination

169. Read the following statements and select the correct option.
Statement I : The concept of labour welfare is rigid and has remained unchanged since the industrial revolution.
Statement II : The scope of labour welfare is dynamic, expanding with changes in social and economic conditions.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

170. Consider the following actions and identify which are 'unsafe acts' leading to industrial accidents:
a. Operating equipment without authority.
b. Failure to use available PPE.
c. Working on moving or dangerous equipment.
d. Poor housekeeping with cluttered walkways.
e. Defective tools or equipment.
Which of the above statement(s) is/are correct?
(A) d and e only
(B) a, b, and c only
(C) a, b, c, and d
(D) All of the above

171. The "means test" in the context of social assistance refers to:
(A) An examination to test the physical means of a person.
(B) An assessment of an individual's income and assets to determine eligibility for benefits.
(C) A method to ensure that benefits are a means to an end.
(D) A test of a person's skills for employment.

172. Identify the incorrect pair regarding industrial hygiene hazards.
(A) Physical Hazard : Radiation
(B) Chemical Hazard : Toluene
(C) Ergonomic Hazard : Repetitive Motion
(D) Biological Hazard : Poor Lighting

173. What is the primary purpose of maintaining industrial health and hygiene at the workplace?
(A) To prevent occupational diseases and maintain the well-being of workers.
(B) To increase the working hours of the employees.
(C) To reduce the wages and salaries of the

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(B) Occupational disease caused by a physical hazard
(C) Industrial accident
(D) Occupational disease caused by a chemical hazard

194. The best description for 'Social Security' is:
(A) A societal protection measure against economic and social distress caused by certain contingencies.
(B) A measure by which a company secures its physical assets.
(C) A private security arrangement for industrial establishments.
(D) A government program to monitor social media.

195. Consider the following aspects regarding the multi-dimensional nature of Labour Welfare:
a. Economic: relating to wages and bonuses.
b. Physical: relating to health and safety.
c. Social: relating to community and family life.
d. Psychological: relating to morale and job satisfaction.
e. Political: relating to a worker's right to vote.
Which of the above statement(s) is/are correct?
(A) b and c only
(B) a, b, and e
(C) a, b, c, and d
(D) All of the above

196. An old-age pension provided by the state to all citizens above a certain age, regardless of their income or past contributions, is an example of:
(A) A universal social assistance program.
(B) A means-tested social assistance program.
(C) A social insurance program.
(D) A private pension plan.

197. The principle of 'social adequacy' in social security implies that:
(A) Benefits should be adequate to provide a minimum standard of living.
(B) Only socially adequate people should receive benefits.
(C) The system should be funded adequately by the government.
(D) Contributions should be adequate to generate a profit.

198. Which of the following is a statutory welfare provision under the Indian Factories Act, 1948?
(A) Providing canteens where more than 250 workers are employed.
(B) Providing transport facilities.
(C) Providing housing facilities.
(D) Providing company shares to employees.

199. Read the following statements and select the correct option.
Statement I : The Functional Theory of labour welfare views expenditure on welfare as a kind of investment.
Statement II : The Placating Theory of labour welfare views welfare as a means to pacify workers and weaken unions.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

200. The primary difference between health and hygiene in the industrial context is:
(A) Health is about the body, hygiene is about the environment.
(B) Health is the goal, hygiene is one of the means to achieve it.
(C) Health is managed by doctors, hygiene by engineers.
(D) Both (A) and (B) are correct.

201. Which term best describes a social security system where benefits are financed from a common fund built up from the contributions of workers, employers, and sometimes the state?
(A) Social Assurance
(B) Social Assistance
(C) Social Service
(D) Social Work

202. Which of the following is a classic example of an ergonomic hazard?
(A) A poorly designed office chair causing back pain
(B) Exposure to loud noise
(C) Inhaling toxic fumes
(D) Slipping on a wet floor

203. The term 'labour welfare' fundamentally refers to:
(A) Total efforts made to make life worth living

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like IT.
(D) It is not based on any fixed principles.

184. Carpal Tunnel Syndrome, resulting from repetitive hand movements in jobs like data entry or assembly lines, is a type of:
(A) Chemical poisoning
(B) Occupational lung disease
(C) Ergonomic injury or disorder
(D) Infectious disease

185. The following question consists of two statements, an Assertion (A) and a Reason (R).
Assertion (A) : Effective industrial health and hygiene programs can lead to reduced absenteeism and increased productivity.
Reason (R) : A healthy workforce is likely to be more present, engaged, and efficient, and preventing occupational illness reduces lost workdays.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

186. What is the fundamental idea behind the 'Policing Theory' of labour welfare?
(A) Employers are like police, and must discipline their workers.
(B) The state must act like a police force to ensure employers provide minimum welfare standards.
(C) Workers should form their own police force to demand welfare.
(D) Welfare is provided to prevent workers from committing crimes.

187. Which of the following distinguishes an occupational disease from an ordinary disease?
(A) There is a causal link between the disease and the person's occupation.
(B) The symptoms are always more severe.
(C) It can only be treated by specialists.
(D) It is always contagious.

188. Which of the following is NOT a type of labour welfare activity?
(A) Setting production targets for the next quarter.
(B) Recreational facilities like a sports club.
(C) Educational facilities for workers' children.
(D) Housing and transport facilities.

189. Read the following statements and select the correct option.
Statement I : Social Assistance is a right earned through contributions.
Statement II : Social Assurance is a benefit given on the basis of need, determined by a means test.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

190. Consider the following measures regarding industrial safety and identify which represent its scope:
a. Conducting safety drills and training.
b. Regular inspection and maintenance of machinery.
c. Investigating accidents to prevent recurrence.
d. Implementing a 'permit-to-work' system for hazardous jobs.
Which of the above statement(s) is/are correct?
(A) a and b only
(B) c and d only
(C) a, b, and c only
(D) a, b, c, and d

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191. A key principle of 'Social Insurance' or 'Social Assurance' is:
(A) Risk pooling
(B) Individual savings
(C) Profit generation
(D) Charitable donation

192. Which of the following is an example of an 'extra-mural' welfare facility?
(A) A company-sponsored housing colony located away from the factory.
(B) First-aid station inside the factory.
(C) A subsidized canteen within the plant premises.
(D) Well-ventilated work sheds.

193. Noise-induced hearing loss (NIHL) is classified as an:
(A) Ergonomic hazard

employees.
(D) To avoid the formation of trade unions.

174. Which of the following is NOT a contingency typically covered under social security schemes?
(A) Old age
(B) Sickness
(C) Voluntary resignation for a better job
(D) Invalidity

175. Arrange the following labour welfare theories based on the evolving perception of the worker.
1. Worker as a commodity to be made efficient (Functional Theory)
2. Worker as a child to be cared for (Paternalistic Theory)
3. Worker as a subject of exploitation needing state protection (Policing Theory)
4. Worker as a partner in the industrial enterprise.

Choose the logical progression:
(A) 3, 2, 1, 4
(B) 1, 2, 3, 4
(C) 2, 3, 1, 4
(D) 4, 1, 2, 3

176. Which of the following is a key characteristic of 'social assurance'?
(A) It is a contributory system.
(B) Financed by general taxation.
(C) Benefits are granted based on a means test.
(D) It is voluntary for all citizens.

177. Removing a hazardous chemical from a process and replacing it with a non-hazardous one is the most preferred method of hazard control, known as:
(A) Substitution
(B) Isolation
(C) Shielding
(D) Dilution

178. A training program on the correct use of fire extinguishers for all employees is a measure that enhances:
(A) Industrial safety
(B) Industrial hygiene
(C) Social security
(D) Extra-mural welfare

179. Read the following statements and select the correct option.
Statement I : Social security aims to combat the five giants: want, disease, ignorance, squalor, and idleness.
Statement II : The concept of social security was significantly shaped by the Beveridge Report in the UK.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

180. Match List-I (Hazard Control Method) with List-II (Example).
List I: (Hazard Control Method)
P. Elimination
Q. Engineering Control
R. Administrative Control
S. Personal Protective Equipment
List II: (Example)
1. Job rotation schedule
2. Safety glasses
3. Removing a toxic chemical from the process
4. Installing a ventilation system
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-4, R-1, S-2
(C) P-3, Q-1, R-4, S-2
(D) P-4, Q-3, R-2, S-1

181. The provision of maternity benefits under a social security system is intended to protect against the contingency of:
(A) Old age
(B) Unemployment
(C) Loss of income during and after childbirth
(D) Industrial accident

182. A worker over-riding a safety guard on a machine to work faster is an example of an:
(A) Unsafe act
(B) Unsafe condition
(C) Occupational disease
(D) Act of God

183. The dynamic nature of labour welfare implies that:
(A) Its scope and content evolve with time and circumstances.
(B) It is a one-time activity.
(C) It is only applicable to dynamic industries

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for workmen.
(B) The existing relationship between labour and management.
(C) Standard processes used in industrial wage negotiation.
(D) Legal frameworks governing complex industrial disputes.

204. Which of the following is NOT an 'occupational disease'?
(A) Asbestosis from asbestos exposure.
(B) Lead poisoning in a battery worker.
(C) Diabetes Mellitus in an office worker.
(D) Byssinosis in a cotton mill worker.

205. Match List-I (Agency) with List-II (Welfare Example).
List I: (Agency)
P. State
Q. Employer
R. Trade Union
S. Philanthropic Agency
List II: (Welfare Example)
1. Runs a credit co-operative society for its members.
2. Enacts legislation for crèches and canteens.
3. Voluntarily provides a gym and library for employees.
4. Donates funds for a hospital for workers' families.
(A) P-1, Q-2, R-3, S-4
(B) P-2, Q-3, R-1, S-4
(C) P-2, Q-1, R-4, S-3
(D) P-4, Q-3, R-2, S-1

206. A key feature that differentiates 'Social Assistance' from 'Social Assurance' is:
(A) The source of funds and the condition of a means test.
(B) The age of the beneficiaries.
(C) The type of currency in which benefits are paid.
(D) The geographical location of the beneficiary.

207. Which of the following is an 'unsafe act' by a worker?
(A) A machine with a broken safety guard.
(B) Attempting to lift a weight that is too heavy, against instructions.
(C) A dark, unlit passageway.
(D) Using a mushroomed-head chisel.

208. The 'Paternalistic Theory' of welfare is also known as:
(A) The Trusteeship Theory
(B) The Functional Theory
(C) The Policing Theory
(D) The Placating Theory

209. Read the following statements and select the correct option.
Statement I : Industrial hygiene uses the four-step process of anticipation, recognition, evaluation, and control.
Statement II : The primary goal of industrial hygiene is to discipline workers who are untidy.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

210. The following question consists of two statements, an Assertion (A) and a Reason (R).
Assertion (A) : Social security is a comprehensive approach to protect citizens from various life contingencies.
Reason (R) : It combines the principles of social assistance for the needy and social assurance for the contributors, creating a broad safety net.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

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211. The scope of labour welfare can be divided into intra-mural and extra-mural. Which one of these is intra-mural?
(A) Restrooms inside the factory
(B) Worker's housing
(C) Transport facility
(D) Children's education

212. Which of the following is NOT a type of industrial hazard?
(A) Physical
(B) Chemical
(C) Biological
(D) Metaphysical

213. A pension scheme where the benefit is an 'earned right' based on years of service and contributions made, is a form of:
(A) Social Assistance
(B) Public Charity
(C) Social Assurance
(D) Government Grant

214. Which principle of labour welfare suggests that all welfare activities should be integrated and work in harmony with other functions of the organisation?
(A) Principle of Co-ordination
(B) Principle of Adequacy
(C) Principle of Timeliness
(D) Principle of Responsibility

215. Consider the following items and identify which are examples of Personal Protective Equipment (PPE):
a. Safety helmets
b. Machine guards
c. Safety goggles
d. Fire extinguishers
e. Earplugs
Which of the above statement(s) is/are correct?
(A) a, b, and c
(B) a, c, and e
(C) b, d, and e
(D) All of the above

216. The concept that workers' welfare is not just about avoiding negatives (like accidents) but about promoting positives (like good health and well-being) is central to:
(A) The modern concept of industrial health.
(B) The policing theory of welfare.
(C) The concept of social assistance only.
(D) The historical view of labour.

217. In the context of social security, unemployment, sickness, and old age are known as:
(A) Assurances
(B) Contingencies
(C) Investments
(D) Liabilities

218. An employer providing recreational facilities to create a positive image in the media is acting according to which theory?
(A) Public Relations Theory
(B) Religious Theory
(C) Policing Theory
(D) Paternalistic Theory

219. Read the following statements and select the correct option.
Statement I : Industrial safety aims to prevent accidents.
Statement II : Industrial hygiene aims to prevent occupational diseases.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

220. Consider the following measures and identify which are typically included in the scope of Social Security:
a. Income security in cases of unemployment or sickness.
b. Provision of medical care.
c. Providing venture capital for startups.
d. Family benefits, such as maternity and child support.
e. Ensuring profitability for all private businesses.
Which of the above statement(s) is/are correct?
(A) a, b, and d
(B) a, c, and e
(C) b, c, and d
(D) All of the above

221. The main objective of 'Social Assistance' is:
(A) To reward high-performing workers.
(B) To provide a basic minimum level of support to the most needy individuals in a society.
(C) To encourage private investment in the insurance sector.
(D) To pool the risks of the entire working population through contributions.

222. Identify the incorrect pair regarding safety terms.
(A) Hazard : A source of potential harm
(B) Risk : The likelihood that a hazard will cause harm
(C) Safety : The state of being free from unacceptable risk
(D) Accident : A planned event leading to injury

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223. The 'Functional Theory' of welfare is also known as the:
(A) Efficiency Theory
(B) Paternalistic Theory
(C) Placating Theory
(D) Religious Theory

224. Which of the following occupational diseases is caused by exposure to cotton dust?
(A) Byssinosis
(B) Asbestosis
(C) Silicosis
(D) Siderosis

225. Arrange the following actions in a logical sequence of industrial accident management.
1. Accident Investigation
2. First-Aid and Medical Treatment
3. Implementation of Corrective Actions
4. Accident Occurs

Choose the correct sequence:
(A) 4, 2, 1, 3
(B) 1, 2, 3, 4
(C) 4, 1, 2, 3
(D) 2, 4, 1, 3

226. What does 'means-tested' signify in social assistance?
(A) The benefits are a means to achieve social equality.
(B) A person's eligibility for benefits depends on their income and assets being below a certain level.
(C) The method of payment is tested for efficiency.
(D) The assistance is meant for people of a mean or average income.

227. Which of these is an example of an 'engineering control' in industrial hygiene?
(A) Training workers on safe handling of chemicals.
(B) Providing workers with respirators.
(C) Installing a local exhaust ventilation system to capture fumes.
(D) Limiting the hours a worker can spend in a contaminated area.

228. The provision of educational facilities for employees' children by a company is an example of:
(A) Intra-mural welfare
(B) A statutory obligation under all circumstances
(C) Extra-mural welfare
(D) A social assistance scheme

229. Read the following statements and select the correct option.
Statement I : Social Assurance is a contributory program.
Statement II : Social Assistance is a non-contributory program.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

230. Match List-I (Type of Welfare) with List-II (Basis).
List I: (Type of Welfare)
P. Intra-mural
Q. Extra-mural
R. Statutory
S. Non-statutory
List II: (Basis)
1. Mandated by Law
2. Voluntary action by employer
3. Within the factory premises
4. Outside the factory premises
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-4, R-1, S-2
(C) P-3, Q-1, R-4, S-2
(D) P-4, Q-3, R-2, S-1

231. The term that encompasses both social assistance and social assurance is:
(A) Labour Welfare
(B) Social Security
(C) Industrial Relations
(D) Corporate Governance

232. A 'near miss' in industrial safety is an event that:
(A) Had the potential to cause injury or damage, but did not.
(B) Caused a serious, disabling injury.
(C) Was caused by an unsafe condition, not an unsafe act.
(D) Is not necessary to report or investigate.

233. Which theory of welfare works on the logic 'a little welfare work pays good dividends'?

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contingencies that cause loss of earnings.

287. Which of the following is NOT listed in the passage as a contingency covered by the scope of social security?
(A) Sickness and maternity
(B) Old age and employment injury
(C) Business failure and investment loss
(D) Unemployment and invalidity

288. The passage suggests that the fundamental principle underpinning social security is:
(A) Individual self-reliance
(B) Social solidarity
(C) Corporate profitability
(D) Market competition

289. What is a key economic function of social security mentioned in the source?
(A) Increasing the national savings rate.
(B) Eliminating the need for public taxation.
(C) Ensuring guaranteed profits for all industries.
(D) Maintaining purchasing power and contributing to economic stability.

290. How does the passage characterize social security?
(A) As a structured system of public measures for protection.
(B) As a form of charity for the poor.
(C) As a private arrangement between an employee and employer.
(D) As a temporary measure during economic recessions only.

Direction : Please read the following source carefully.

The architecture of social security is primarily built upon two distinct pillars: social assistance and social assurance (also known as social insurance). The fundamental difference between them lies in the method of financing and the basis of entitlement. Social assistance consists of benefits provided by the state, drawn from general revenues, to persons of limited means who are in need. Entitlement is not based on any prior contribution; instead, it is determined by a 'means test' that assesses the individual's or family's income and resources. It is a non-contributory, needs-based system designed to provide a minimum subsistence level for the most vulnerable sections of society. Examples include unemployment assistance or old-age pensions for those who do not qualify for other schemes. In stark contrast, social assurance or social insurance is a contributory system. Individuals (and often their employers) make regular, legally mandated contributions to a common fund. In return, they are entitled to receive pre-defined benefits upon the occurrence of a specified contingency, such as retirement or disability. The benefit is paid as a matter of right, regardless of the individual's other income or assets. This system operates on the principle of pooled risk, and entitlement is directly linked to participation and contribution.
Based on the above source, attempt the following five questions.

291. What is the defining characteristic of a social assistance program?
(A) It requires regular contributions from the beneficiary.
(B) Benefits are provided as a matter of right, regardless of income.
(C) Eligibility is based on a 'means test' to determine need.
(D) It is funded exclusively by employer contributions.

292. Social assurance (social insurance) differs from social assistance in that it is:
(A) A contributory system where benefits are an earned right.
(B) A non-contributory system.
(C) A system available only to the wealthiest members of society.
(D) A system funded entirely from general government taxation.

293. An elderly person with no prior employment history and no savings receives a monthly stipend from the government after proving they have no other source of income. This is an example of:
(A) Social assurance
(B) Corporate welfare
(C) A private pension plan
(D) Social assistance

294. A 'means test' is a procedure associated with which pillar of social security?

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(A) Caused by factors peculiar to a particular occupation.
(B) Always fatal.
(C) Highly contagious.
(D) Easily curable with common medicines.

245. Consider the following items and identify which are components of the scope of Labour Welfare:
a. Working hours and conditions of work.
b. Housing and transport for workers.
c. Medical facilities for employees and their families.
d. Recreational and cultural activities.
e. Deciding the company's stock price.
Which of the above statement(s) is/are correct?
(A) a, b, and e
(B) c, d, and e
(C) a, b, c, and d
(D) All of the above

246. Which of the following represents the core idea of 'Social Assurance'?
(A) A contributory scheme where benefits are an earned right.
(B) A state-funded grant for poor students.
(C) Free meals provided by a religious institution.
(D) A one-time disaster relief payment from the government.

247. A safety audit is a process that primarily aims to:
(A) Identify and punish workers who violate safety rules.
(B) Systematically evaluate the performance of an organization's health and safety management system.
(C) Calculate the financial costs of accidents that have occurred.
(D) Provide first-aid training to all employees.

248. The theory that views labour as a factor of production and welfare as a means to maintain and improve its efficiency is the:
(A) Functional Theory
(B) Paternalistic Theory
(C) Policing Theory
(D) Public Relations Theory

249. Read the following statements and select the correct option.
Statement I : Social assistance is based on the principle of social solidarity.
Statement II : Social assurance is based on the principle of individual equity.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

250. The ultimate goal of labour welfare, industrial health, and safety programs is to:
(A) Maximize company profits at all costs.
(B) Fulfill legal requirements to avoid penalties.
(C) Improve overall quality of work life.
(D) Weaken the influence of trade unions.

Direction : Please read the following source carefully.

The concept of labour welfare is a multifaceted and dynamic construct, fundamentally concerned with enhancing the quality of work life and the overall well-tobeing of employees. It extends beyond the mere payment of wages and encompasses a broad spectrum of services, benefits, and facilities provided by employers, government agencies, and trade unions. The scope of labour welfare is exceptionally wide, ranging from statutory requirements mandated by law to voluntary initiatives undertaken by progressive organisations. It can be categorised into intra-mural services, provided within the factory premises such as canteens, rest shelters, and first-aid facilities, and extra-mural services, which are offered outside the workplace, including housing, education for children, and recreational clubs. The ultimate objective is to create a conducive work environment that not only improves the physical and mental health of workers but also fosters a sense of commitment and belonging. This, in turn, is believed to contribute to higher productivity, improved industrial relations, and the overall social and economic development of the nation. The specific nature and extent of welfare provisions often reflect the prevailing social ethos, the level of industrialisation, and the legislative framework of a country.

Based on the above source, attempt the following five questions.

251. According to the passage, which of the in the following best encapsulates the primary objective of labour welfare?

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industrial hygiene is a modern invention.

Direction : Please read the following source carefully.

Industrial accidents are defined as sudden, unforeseen, and unintended occurrences arising out of and in the course of employment, which result in bodily injury or death. Central to understanding and preventing accidents is the analysis of their causation, which is often attributed to a combination of unsafe acts and unsafe conditions. Unsafe acts are human-side failures, such as operating machinery without authority, failing to use protective equipment, or improper lifting. Unsafe conditions, on the other hand, are environmental or mechanical hazards, like unguarded moving parts, defective tools, poor housekeeping, or inadequate lighting. Industrial safety is the discipline dedicated to mitigating these risks. It is a comprehensive, multidisciplinary approach that involves engineering, education, and enforcement to create a secure work environment. The primary goal of an industrial safety program is not merely to react to accidents but to proactively prevent them. This involves hazard identification, risk assessment, implementing safety protocols, providing regular training to employees, and fostering a strong safety culture where every individual feels responsible for their own safety and the safety of their colleagues. The ultimate aim is to move towards a 'zero-accident' ideal, protecting human lives and preventing economic losses associated with workplace incidents.

Based on the above source, attempt the following five questions.

276. An employee removing a safety guard from a machine to work faster constitutes an example of:
(A) An unsafe act
(B) An unsafe condition
(C) An industrial disease
(D) An enforcement failure

277. According to the passage, what is the defining characteristic of an industrial accident?
(A) It is a deliberately caused event.
(B) It is a gradual and long-term health issue.
(C) It only results in damage to property.
(D) It is a sudden and unforeseen occurrence.

278. Which of the following best describes the primary objective of industrial safety as presented in the source?
(A) To compensate workers financially after an accident has occurred.
(B) To proactively prevent accidents by mitigating risks and fostering a safety culture.
(C) To discipline employees who are involved in workplace incidents.
(D) To exclusively focus on engineering controls to eliminate all workplace hazards.

279. A poorly lit staircase in a factory, on which a worker slips and falls, would be classified as:
(A) An unsafe act
(B) A procedural failure
(C) An unsafe condition
(D) A human error

280. The passage outlines a multidisciplinary approach to industrial safety comprising engineering, education, and enforcement. Which of the following actions would fall under 'education'?
(A) Redesigning a machine with built-in safety interlocks.
(B) Implementing a system of fines for not wearing a safety helmet.
(C) Installing brighter lights in the factory workshop.
(D) Conducting regular training sessions on the correct use of personal protective equipment.

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Direction : Please read the following source carefully.

Occupational diseases are health disorders or ailments whose primary cause is an exposure to a hazard arising from work activity. Unlike industrial accidents, which are sudden and acute events, occupational diseases are typically characterized by a gradual onset and a long latency period, meaning the disease may manifest years after the exposure to the causative agent has ceased. The causal link between the workplace environment and the ailment is a defining feature. These diseases arise from exposure to various types of hazards, which can be broadly categorized as physical (e.g., noise, vibration, radiation), chemical (e.g., solvents, heavy metals,

257. According to the passage, the primary motivation behind the 'Policing Theory' of labour welfare is:
(A) A genuine concern for the humanitarian needs of the workforce.
(B) The desire to build a positive corporate image in society.
(C) The fulfilment of a divinely ordained duty towards the less fortunate.
(D) The necessity to prevent worker agitation and maintain industrial peace.

258. Which theory suggests that labour welfare measures are a strategic response to the growing power of organized labour?
(A) The Placating Theory
(B) The Paternalistic Theory
(C) The Philanthropic Theory
(D) The Policing Theory

259. A company heavily advertises its employee welfare programs, such as gym facilities and childcare, in its recruitment campaigns to attract the best candidates. This approach is most aligned with:
(A) The Religious Theory
(B) The Public Relations Theory
(C) The Paternalistic Theory
(D) The Philanthropic Theory

260. What fundamental difference distinguishes the 'Philanthropic Theory' from the 'Religious Theory' as described in the passage?
(A) The Philanthropic Theory is driven by a secular love for humanity, while the Religious Theory is based on moral or spiritual duty.
(B) The Philanthropic Theory focuses on extra-mural welfare, whereas the Religious Theory focuses on intra-mural welfare.
(C) The Philanthropic Theory is mandated by the state, whereas the Religious Theory is voluntary.
(D) The Philanthropic Theory is a modern concept, while the Religious Theory is considered obsolete.

Direction : Please read the following source carefully.

Labour welfare can be classified into different types based on the agency providing the services and the nature of the legal obligation involved. The primary classification distinguishes between statutory, voluntary, and mutual welfare schemes. Statutory welfare provisions are those that are mandated by law, compelling employers to provide a minimum standard of facilities such as canteens, crèches, first-aid, and specific working hours. These are legally enforceable, and non-compliance can lead to penalties. The objective is to ensure a basic level of welfare for all workers, irrespective of the employer's inclination. Voluntary welfare measures, on the other hand, are those provided by progressive and enlightened employers at their own discretion, without any legal compulsion. These often go beyond the statutory requirements and may include benefits like transportation, educational assistance, or generous health insurance schemes. Such measures are typically motivated by a desire to improve industrial relations, boost morale, and enhance productivity. Finally, mutual welfare schemes are those established and managed by the workers themselves, often through their trade unions or cooperative societies. These schemes are based on self-help and mutual cooperation, where workers contribute to a common fund to provide services like credit facilities, housing societies, or relief during strikes.

Based on the above source, attempt the following five questions.

261. A manufacturing company is legally required to establish a crèche because it employs more than a specified number of women workers. This provision is an example of which type of labour welfare?
(A) Voluntary welfare
(B) Mutual welfare
(C) Paternalistic welfare
(D) Statutory welfare

262. According to the passage, what is the key characteristic of voluntary welfare measures?
(A) They are managed and funded entirely by the workers themselves.
(B) They are provided by employers without any legal compulsion.
(C) They are limited to providing only the bare minimum facilities.
(D) They are universally available to all workers in a country.

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(A) Philanthropic theory
(B) Placating theory
(C) Functional theory
(D) Religious theory

234. The science and art devoted to the anticipation, recognition, evaluation, and control of environmental factors or stresses arising in or from the workplace is known as:
(A) Industrial Sociology
(B) Industrial Psychology
(C) Industrial Hygiene
(D) Industrial Engineering

235. The following question consists of two statements, an Assertion (A) and a Reason (R).
Assertion (A) : Labour welfare measures can improve the commitment and morale of employees.
Reason (R) : When employees feel that the organization cares for their well-being, their sense of belonging and loyalty towards the organization increases.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

236. The key difference between Social Assistance and Social Assurance is the presence or absence of:
(A) Government involvement
(B) Contributions from the beneficiary
(C) Monetary benefits
(D) Health-related benefits

237. Poor housekeeping, such as cluttered aisles and spills on the floor, is an example of an:
(A) Unsafe act
(B) Unsafe condition
(C) Ergonomic hazard
(D) Act of God

238. An employer providing welfare facilities because of the fear of government action and penalties is acting based on the:
(A) Policing Theory
(B) Paternalistic Theory
(C) Functional Theory
(D) Religious Theory

239. Read the following statements and select the correct option.
Statement I : All illnesses that a worker gets are occupational diseases.
Statement II : An occupational disease must have a proven link to an exposure or condition in the workplace.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

240. Consider the following and identify which can be considered fundamental principles of Social Security:
a. Principle of Universality
b. Principle of Social Solidarity
c. Principle of Adequacy of benefits
d. Principle of Individual Profit
Which of the above statement(s) is/are correct?
(A) a and d only
(B) a, b and c only
(C) b and d only
(D) a, b, c and d

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241. A workmen's compensation scheme, which provides cash and medical benefits to workers for work-related injuries, is a form of:
(A) Social Assistance
(B) Social Security
(C) Philanthropy
(D) Public Relations

242. What is the final step in the four-step process of industrial hygiene?
(A) Recognition
(B) Evaluation
(C) Control
(D) Anticipation

243. Providing holiday homes for employees at a subsidized rate is an example of:
(A) Intra-mural welfare
(B) Extra-mural welfare
(C) Statutory welfare
(D) A social assistance scheme

244. The key characteristic of an occupational disease is that it is:

270. According to the 'principle of efficiency' as described in the passage, the primary focus is on:
(A) Providing the widest possible range of welfare services, regardless of cost.
(B) Ensuring workers are involved in the management of the services.
(C) Fulfilling the company's moral obligation to the community at large.
(D) Optimizing the administration of welfare schemes to minimize resource wastage.

Direction : Please read the following source carefully.

The concepts of industrial health and industrial hygiene are central to labour welfare, yet they represent distinct but interrelated fields of activity. Industrial health is a broad, holistic concept concerned with the promotion and maintenance of the highest degree of physical, mental, and social well-being of workers in all occupations. It aims not just at the prevention of health impairments but also at the proactive enhancement of workers' health capacity. Industrial hygiene, in contrast, is a more specific, technical science. It is defined as the science and art devoted to the anticipation, recognition, evaluation, and control of those environmental factors or stresses arising in or from the workplace that may cause sickness, impaired health and well-being, or significant discomfort among workers or among the citizens of the community. In essence, industrial hygiene provides the technical means to achieve the broader goals of industrial health. While a physician might diagnose a health issue (the domain of industrial health), an industrial hygienist would anticipate the risk, recognize the hazardous agent (e.g., a chemical or noise), evaluate the level of exposure, and engineer controls to mitigate it. Thus, hygiene is the preventive and control-oriented discipline that underpins the protective mantle of industrial health.

Based on the above source, attempt the following five questions.

271. Which statement best describes the relationship between industrial health and industrial hygiene?
(A) Industrial health and industrial hygiene are synonymous and interchangeable terms.
(B) Industrial health is a sub-discipline of the broader field of industrial hygiene.
(C) Industrial hygiene is the technical science that serves the broader objectives of industrial health.
(D) Industrial hygiene is concerned with mental well-being, while industrial health is concerned with physical well-being.

272. A professional is tasked with measuring the noise levels in a factory, identifying the source, and recommending engineering solutions like sound barriers. This work falls primarily under the domain of:
(A) Industrial Health
(B) Industrial Hygiene
(C) Social Well-being
(D) Statutory Welfare

273. According to the passage, the scope of industrial health is best described as:
(A) Strictly limited to the prevention of physical injuries at the workplace.
(B) A technical science focused on evaluating environmental stresses.
(C) A narrow field concerned only with diagnosing workplace-related sickness.
(D) A comprehensive approach covering physical, mental, and social well-being.

274. The 'anticipation, recognition, evaluation, and control' of workplace stresses are the core functions of:
(A) The practice of industrial hygiene.
(B) The company's human resources department.
(C) The trade union's safety committee.
(D) The overall concept of industrial health.

275. What can be inferred from the passage about the focus of the two fields?
(A) Industrial health is exclusively focused on community well-being, while industrial hygiene is focused on workers.
(B) Industrial hygiene is concerned with social and mental factors, while industrial health deals with physical and chemical factors.
(C) Industrial hygiene is primarily proactive and preventive, while industrial health encompasses both prevention and treatment.
(D) Industrial health is an older concept, while

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(A) To strictly enforce the payment of minimum wages to all workers.
(B) To improve the quality of work life and overall well-being of employees.
(C) To provide services and facilities that are exclusively extra-mural in nature.
(D) To replace the role of trade unions in negotiating employee benefits.

252. The distinction between intra-mural and extra-mural welfare services is based on:
(A) The location where the service or facility is provided.
(B) Whether the service is statutory or voluntary.
(C) The financial cost of implementing the service.
(D) The category of employee eligible for the service.

253. What can be inferred about the scope of labour welfare from the passage?
(A) It is a static concept with a universally fixed set of provisions.
(B) It is primarily driven by the voluntary efforts of employers alone.
(C) It is a comprehensive concept influenced by legal, social, and economic factors.
(D) It is limited to providing basic amenities within the factory premises.

254. The passage suggests a relationship between labour welfare and productivity. Which statement accurately reflects this relationship?
(A) Labour welfare is a direct substitute for higher productivity.
(B) There is no discernible link between providing welfare facilities and worker productivity.
(C) High productivity is a mandatory prerequisite for implementing any labour welfare measures.
(D) Enhanced labour welfare is considered a potential contributor to increased productivity.

255. Based on the source, which of the following would be an example of an intra-mural welfare service?
(A) Company-sponsored housing schemes in a nearby township.
(B) A recreational club for employees and their families.
(C) A first-aid station located within the factory premises.
(D) Scholarships for the children of employees for higher education.

Direction : Please read the following source carefully.

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The evolution of labour welfare has been shaped by various philosophical and theoretical underpinnings that explain the motives behind providing such benefits. The 'Policing Theory' posits that welfare activities are a necessary evil, undertaken by employers primarily to pacify workers and prevent social unrest or revolutionary tendencies, essentially acting as a state-enforced measure to maintain law and order in the industrial sphere. In contrast, the 'Religious Theory' views welfare as a moral duty, an act of atonement for past sins or a manifestation of stewardship, where the affluent are seen as trustees of wealth who must care for the less fortunate. A similar but more secular perspective is offered by the 'Philanthropic Theory,' which is driven by a genuine love for humanity and a desire to alleviate the suffering of fellow human beings. The 'Paternalistic Theory,' often termed the trusteeship theory, suggests that employers hold a fatherly responsibility towards their employees, guiding and protecting them. Another significant perspective is the 'Placating Theory,' which argues that welfare is a tactic to appease increasingly militant trade unions. Finally, the 'Public Relations Theory' presents welfare as an investment in creating a positive public image and attracting and retaining talent.

Based on the above source, attempt the following five questions.

256. An employer establishes a state-of-the-art hospital for workers, believing it is their moral obligation as a person of wealth to care for their employees. Which theory of labour welfare best explains this action?
(A) The Policing Theory
(B) The Religious Theory
(C) The Placating Theory
(D) The Public Relations Theory

asbestos), biological (e.g., bacteria, viruses in healthcare settings), or ergonomic (e.g., repetitive strain, poor workstation design). The recognition of a disease as 'occupational' is critical, as it often has significant legal and compensatory implications for the affected worker under social security or workers' compensation laws. The prevention of occupational diseases is a primary objective of industrial hygiene, which focuses on identifying, evaluating, and controlling the workplace exposures that lead to these long-term health problems. This makes industrial hygiene a cornerstone in the proactive protection of worker health against insidious, chronic threats.

Based on the above source, attempt the following five questions.

281. What is the key characteristic that distinguishes an occupational disease from an industrial accident?
(A) The gradual onset and long latency period.
(B) The severity of the resulting health impairment.
(C) The involvement of a chemical agent.
(D) The location where the event occurs.

282. A worker developing hearing loss over several years due to constant exposure to loud machinery is an example of an occupational disease caused by which type of hazard?
(A) Chemical hazard
(B) Physical hazard
(C) Biological hazard
(D) Ergonomic hazard

283. The passage highlights the importance of recognizing a disease as 'occupational'. What is the primary reason for this?
(A) It helps in developing a cure for the disease more quickly.
(B) It has legal and financial implications for worker compensation.
(C) It proves that the employer was negligent in their duties.
(D) It distinguishes between diseases affecting managers and workers.

284. According to the source, the prevention of occupational diseases is a principal goal of:
(A) Industrial hygiene
(B) Industrial accidents law
(C) Social assistance programs
(D) Trade union negotiations

285. A data entry operator developing carpal tunnel syndrome from years of typing would be suffering from an occupational disease linked to which category of hazard?
(A) Chemical
(B) Physical
(C) Ergonomic
(D) Biological

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Direction : Please read the following source carefully.

Social security is a fundamental concept aimed at providing a protective shield for members of society against specific life contingencies that can lead to economic and social distress. It is formally defined as the protection that society provides for its members, through a series of public measures, against the hardship caused by the stoppage or substantial reduction of earnings resulting from sickness, maternity, employment injury, unemployment, invalidity, old age, and death. The scope of social security is therefore extensive, designed to provide income security and/or medical care in the face of these risks. The underlying principle is one of social solidarity, where society as a whole accepts responsibility for protecting its vulnerable members. By guaranteeing a minimum level of income and access to essential services, social security serves multiple functions: it prevents destitution, promotes social cohesion, contributes to economic stability by maintaining purchasing power, and allows individuals to live in dignity. It is not merely a form of charity but a structured system that enables individuals and families to navigate life's major financial and health-related challenges, thereby fostering a more stable and just society.

Based on the above source, attempt the following five questions.

286. According to the passage, what is the core purpose of social security?
(A) To provide employment to all citizens.
(B) To equalize the income of all members of society.
(C) To replace the role of private insurance companies.
(D) To offer protection against specific

263. A trade union pools contributions from its members to provide financial support to the families of workers during a prolonged lockout. This initiative would be best classified as:
(A) Statutory welfare
(B) Mutual welfare
(C) Voluntary welfare
(D) Philanthropic welfare

264. What is the primary purpose of statutory welfare provisions as described in the source?
(A) To encourage employers to compete based on the welfare facilities they offer.
(B) To allow workers to manage their own welfare through self-help schemes.
(C) To showcase the company's commitment to social responsibility for public relations.
(D) To guarantee a basic standard of welfare for workers that is legally enforceable.

265. Based on the passage, a key distinction between statutory and voluntary welfare is that:
(A) Statutory welfare is legally mandatory, while voluntary welfare is discretionary.
(B) Statutory welfare is for industrial workers, while voluntary welfare is for office staff.
(C) Statutory welfare is funded by the government, while voluntary welfare is funded by employers.
(D) Statutory welfare is extra-mural, while voluntary welfare is intra-mural.

Direction : Please read the following source carefully.

The implementation of effective labour welfare programs is guided by a set of core principles designed to maximize their positive impact and ensure their sustainability. A key principle is that of 'social responsibility,' which holds that industry is an integral part of society and has a moral obligation to contribute to the well-being of its employees and the community. Closely related is the principle of 'adequacy of provision,' which dictates that welfare measures should be sufficient to meet the actual needs of the workers, rather than being mere token gestures. The 'principle of equitable distribution' emphasizes that welfare benefits should be available to all employees without discrimination based on rank, gender, or any other factor, although the specific nature of benefits may vary with need. Another crucial tenet is the 'principle of democratic contribution,' which suggests that workers should be consulted and involved in the formulation and management of welfare schemes that are meant for them. This fosters a sense of participation and ensures the relevance of the services. Finally, the 'principle of efficiency' states that welfare schemes should be managed effectively to ensure that the maximum benefit reaches the intended recipients with minimum wastage of resources.

Based on the above source, attempt the following five questions.

266. A company decides to set up a welfare committee with equal representation from management and workers to decide on the annual welfare budget and activities. Which principle is most clearly demonstrated here?
(A) Principle of adequacy of provision
(B) Principle of democratic contribution
(C) Principle of social responsibility
(D) Principle of equitable distribution

267. Management provides a small, unhygienic room as a canteen for over 500 workers. While a canteen has been provided, this action violates the:
(A) Principle of social responsibility
(B) Principle of adequacy of provision
(C) Principle of democratic contribution
(D) Principle of efficiency

268. The belief that a corporation owes a duty to its employees beyond legal and contractual obligations is central to which principle of labour welfare?
(A) Principle of social responsibility
(B) Principle of efficiency
(C) Principle of democratic contribution
(D) Principle of adequacy of provision

269. A firm offers premium health benefits only to its top-level executives while providing only basic, legally mandated first-aid to its factory workers. This practice would be in contravention of the:
(A) Principle of efficiency
(B) Principle of social responsibility
(C) Principle of equitable distribution
(D) Principle of democratic contribution

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(A) Both social assistance and social assurance.
(B) Social assistance, to determine eligibility based on need.
(C) Social assurance, to determine the level of contribution.
(D) Social assurance, to calculate the final benefit amount.

295. An employee contributes a percentage of their salary each month to a national pension fund, which guarantees them a pension after retirement. This arrangement is a clear example of:
(A) Social assistance
(B) A means-tested benefit
(C) Social assurance
(D) Philanthropic aid

Direction : Please read the following source carefully.

Labour welfare and social security are not isolated concepts; rather, they are two complementary and interwoven strands of a comprehensive social protection policy. While labour welfare primarily focuses on improving the conditions under which employees work and live, both within and outside the workplace, social security provides a crucial safety net against life's major income-disrupting contingencies. For instance, providing a clean and safe work environment (labour welfare) prevents accidents, but a social security scheme for employment injury is essential to provide income and medical support if an accident does occur. Similarly, an employer-provided crèche (labour welfare) supports working mothers on a daily basis, while statutory maternity leave and benefits (social security) protect their income and employment status during a specific period. A holistic approach recognizes this synergy. Effective labour welfare measures can reduce the demand on social security systems by promoting better health and safety, leading to fewer accidents and illnesses. Conversely, a robust social security system allows workers to have peace of mind, which can enhance their productivity and commitment, reinforcing the goals of labour welfare. Therefore, a truly progressive state and enlightened employer will pursue an integrated strategy that combines both, aiming for total well-being.

Based on the above source, attempt the following five questions.

296. Which statement best describes the relationship between labour welfare and social security as depicted in the passage?
(A) They are identical concepts with different names.
(B) They are opposing concepts, and one must be chosen over the other.
(C) Labour welfare is a subset of social security.
(D) They are complementary, with welfare focusing on work conditions and security on income protection.

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297. According to the passage, how can effective labour welfare measures impact the social security system?
(A) By reducing the demand on social security through prevention of illness and accidents.
(B) By increasing the financial burden on social security systems.
(C) By making the social security system completely redundant.
(D) By replacing social security with private insurance schemes.

298. The example of a crèche (labour welfare) and maternity benefits (social security) is used to illustrate:
(A) That crèches are more important than maternity benefits.
(B) How the two systems address different aspects of a worker's needs in a complementary way.
(C) The high cost of implementing social protection policies.
(D) The conflict between statutory and voluntary provisions.

299. What does the passage mean by an 'integrated strategy'?
(A) A strategy that focuses exclusively on labour welfare.
(B) A strategy that combines the provision of good working conditions with a safety net for life contingencies.
(C) A strategy that outsources all welfare and security functions to private agencies.
(D) A strategy that replaces labour welfare with higher wages.

300. Based on the source, what is the ultimate goal of combining labour welfare and social security?

8. (A) Functional Theory
The functional theory of labour welfare posits that providing facilities to workers is an investment in their efficiency. By improving living and working conditions, employers ensure that workers remain healthy, satisfied, and more productive. In this context, offering housing in remote areas serves the functional purpose of attracting and retaining a skilled workforce. This approach recognizes that the well-being of the employee is directly linked to the operational success and continuity of the business.

9. (C) It helps create a harmonious workplace atmosphere.
Comprehensive labour welfare measures play a vital role in fostering positive industrial relations. By addressing the physical, social, and psychological needs of employees, these measures reduce dissatisfaction and grievances. When workers feel valued and cared for, they are more likely to cooperate with management and less prone to engaging in industrial disputes. Consequently, a robust welfare system contributes to a stable, harmonious, and collaborative environment that benefits both the employers and the employees.

10. (A) Both A and R are true and R is the correct explanation of A.
The policing theory of labour welfare is rooted in the assumption that the state must intervene to protect workers from potential exploitation by employers. This intervention takes the form of legislation that mandates specific welfare standards and working conditions. By acting as a regulator, the state ensures that a minimum level of care is provided to the workforce. This legal compulsion acts as a necessary check on the power dynamics within the industry.

11. (D) It is exclusively provided through private insurance schemes.
Social security is a comprehensive system designed to protect individuals from life contingencies such as sickness, unemployment, and old age. It aims to ensure a minimum standard of living for all citizens through collective action. While private insurance can supplement protection, social security is fundamentally a public responsibility, often managed or mandated by the state. It involves a combination of social assistance and social insurance to provide a broad safety net for the entire population.

12. (B) Extra-mural Welfare : Housing facilities for workers
Extra-mural welfare refers to services and facilities provided to workers outside the factory premises to improve their general quality of life. Housing facilities are a primary example of such welfare, as they support the domestic and social well-being of employees and their families. Unlike social assistance, which is non-contributory, or social assurance, which involves risk pooling, extra-mural welfare focuses on providing physical amenities that extend the employer's care beyond the immediate working environment.

13. (C) Control of workplace environmental factors causing sickness.
Industrial hygiene is a specialized field focused on the anticipation, recognition, evaluation, and control of environmental stressors in the workplace. These factors include chemical, physical, and biological hazards that may cause illness, impaired health, or significant discomfort among workers. By managing the work environment, industrial hygiene aims to prevent occupational diseases before they occur. This proactive approach ensures that the workplace remains safe and conducive to the long-term health of the entire workforce.

14. (D) It is typically financed from general state revenues.
Social assistance is a type of social security provided by the state to individuals who lack sufficient means to support themselves. It is non-contributory, meaning the beneficiaries do not pay into the fund to receive help. Instead, the program is funded through general taxation and public revenues. Benefits are usually granted based on a means test, which evaluates the financial need of the person, ensuring that aid reaches the most vulnerable members of society.

15. (C) a, b, and d only
The scope of labour welfare is broad, encompassing intra-mural facilities provided inside the factory and extra-mural services offered outside, such as housing and education. It also includes both statutory measures required

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ANSWERS

1. (B) Total well-being of the employees and their families.
Labour welfare encompasses all efforts aimed at improving the physical, mental, and social conditions of workers. It extends beyond basic wages to include facilities that enhance the standard of living for employees and their families. This broad concept focuses on creating a healthy and satisfied workforce, which indirectly contributes to industrial peace and productivity. It includes voluntary and statutory measures designed to provide a better life.

2. (A) It includes statutory and non-statutory well-being provisions.
The scope of labour welfare is expansive and dynamic, covering both legal requirements and voluntary initiatives taken by employers. Statutory provisions are those mandated by legislation, such as health and safety standards. Non-statutory or voluntary measures are implemented by management to foster employee loyalty and morale. This dual approach ensures a minimum standard of care while allowing organizations to provide additional benefits based on their specific needs.

3. (C) Intra-mural welfare services
Intra-mural welfare services consist of amenities and facilities provided within the factory premises to improve working conditions and employee comfort. These services include essential facilities such as drinking water, toilets, washrooms, canteens, crèches, and first-aid kits. By providing these basic necessities at the workplace, employers help maintain hygiene and meet the immediate needs of workers during their shifts, thereby ensuring a safe and productive environment.

4. (D) Paternalistic or Trusteeship Theory
The paternalistic or trusteeship theory suggests that employers should act as guardians or parents to their workers. It is based on the philosophy that industrial assets are held in trust for the benefit of employees and the wider community. Under this approach, the employer voluntarily provides welfare facilities as a moral duty rather than a legal obligation. This creates a bond of mutual trust and promotes harmony within the industrial organization.

5. (A) P-3, Q-4, R-1, S-2
Different theories explain the motivation behind labour welfare activities. The policing theory views welfare as a state-enforced compulsion. The religious theory considers it an act of spiritual duty or atonement. The placating theory suggests welfare is provided to appease workers and prevent unionization. Finally, the functional theory emphasizes that welfare is a means to secure and develop labour efficiency. Understanding these diverse perspectives helps in analyzing the evolution of workplace welfare practices.

6. (C) Statement I is true, but Statement II is false.
Labour welfare is inherently dynamic because it evolves alongside changing social norms, economic conditions, and industrial developments. While it often results in improved worker efficiency, its primary objective is not merely to increase organizational profitability. Instead, the focus remains on the overall improvement of the workers' quality of life and well-being. This distinction ensures that welfare measures address the human aspects of labour rather than treating employees solely as economic tools.

7. (D) Principle of Profit Maximization
Labour welfare is guided by several humanitarian and social principles. The principle of social responsibility holds industry accountable for worker well-being. The principle of adequacy ensures benefits are sufficient to make a meaningful difference. The principle of co-ordination emphasizes integrating welfare with other management functions. However, maximizing profits is a purely commercial objective that stands in contrast to the selfless and supportive nature of welfare programs designed to benefit the workforce.

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workers during retirement or other specific contingencies. Unlike social assistance, which is based on need, social assurance provides benefits based on the participation and contributions of the individuals involved.

38. (A) Risk assessment
Risk assessment is the systematic process of identifying potential hazards in the workplace and evaluating the likelihood and severity of the harm they could cause. It is a critical component of safety management, allowing organizations to prioritize hazards and implement appropriate control measures. By understanding the risks associated with different tasks and environments, employers can take proactive steps to prevent accidents and protect the health of their employees. This process ensures that safety resources are used effectively to mitigate hazards.

39. (A) Both Statement I and Statement II are true.
Industrial accidents are generally caused by a combination of environmental and behavioral factors. Unsafe conditions are physical or environmental hazards, such as faulty machinery or poor lighting, that can lead to an accident. Unsafe acts are human behaviors, like ignoring safety rules or using equipment incorrectly, that deviate from standard procedures. Understanding these two concepts is essential for developing effective safety programs that address both the physical workspace and the actions of the people working within that space.

40. (A) a and c only
Intra-mural welfare facilities are those provided within the factory premises to improve the immediate working conditions of employees. Statutory welfare refers to measures that are legally required by government regulations. First-aid appliances and crèches for women workers are examples of facilities that are both provided inside the factory and mandated by laws like the Factories Act. In contrast, sports clubs located far from the factory or voluntary transport services are considered extra-mural and non-statutory measures, respectively, as they are not legally required.

41. (D) Enclosing a noisy machine in a sound-proof box.
Controlling a workplace hazard at its source is the most effective way to protect workers. Enclosing a noisy machine in a sound-proof box is an engineering control that eliminates or significantly reduces the hazard before it reaches the worker. Other measures, like providing respirators or rotating workers, focus on protecting the individual from an existing hazard or limiting their exposure time. In the hierarchy of controls, engineering solutions that isolate the hazard are preferred because they do not rely on human behavior.

42. (B) The Principle of Uniformity states that welfare measures should be identical across all industries and regions.
Labour welfare is guided by principles that ensure effectiveness and responsibility. The principle of efficiency links welfare to productivity, while social responsibility emphasizes the moral duties of industry. Co-ordination ensures that welfare is integrated with management goals. However, the principle of uniformity is not standard in labour welfare because needs vary greatly between different industries, regions, and types of work. Welfare programs must be flexible and tailored to the specific requirements of the workforce to be truly effective and relevant.

43. (B) Asbestosis
Asbestosis is a chronic respiratory disease caused by inhaling asbestos fibres over a long period. It is a classic occupational disease seen in industries such as construction, ship-breaking, and manufacturing where asbestos is used. The inhalation of these fibres leads to scarring of the lung tissue, resulting in shortness of breath and other serious health issues. Like other pneumoconioses, asbestosis highlights the critical need for strict environmental controls and protective equipment in workplaces where hazardous dust and fibres are present.

44. (B) Source of financing and the basis of entitlement.
The fundamental distinction between social assistance and social assurance lies in how they are funded and who is entitled to benefits. Social assistance is non-contributory, financed by the state through general taxation, and benefits are granted based on a means test of the person's financial need. Social assurance, or

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by law and non-statutory or voluntary measures undertaken by employers to improve worker satisfaction. Therefore, limiting the scope only to legally mandated activities is incorrect, as voluntary initiatives are a significant part of the overall welfare framework aimed at enhancing the quality of life.

16. (B) It is based on a desire to help others and love for mankind.
The philanthropic theory of labour welfare is driven by the employer's humanitarian sentiments and a genuine desire to improve the lives of others. It views welfare as an act of charity and benevolence rather than a business investment or a legal obligation. Employers following this theory provide amenities because they believe in doing good for their fellow human beings. This approach reflects a selfless commitment to social well-being and the upliftment of the working class.

17. (B) A state of complete physical, mental, and social well-being.
Industrial health is a comprehensive concept that goes beyond the mere absence of disease or injury. It aligns with the broad definition of health, focusing on the promotion and maintenance of the highest degree of physical, mental, and social well-being for workers in all occupations. This involves protecting workers from health risks, placing them in suitable environments, and ensuring their overall wellness. It reflects a holistic approach to managing the human resources within an industrial setting.

18. (A) A worker's violation of an accepted safe work procedure.
An unsafe act is a human failure or behavioral error that deviates from established safety procedures or accepted work practices. These actions often result from a lack of training, negligence, or an intentional decision to bypass safety rules. Since human behavior is a significant factor in industrial accidents, identifying and correcting such acts through training and supervision is crucial for maintaining a safe environment. This proactive approach helps in reducing the occurrence of workplace injuries and fatalities.

19. (A) Both Statement I and Statement II are true.
Social assistance and social insurance are the two main pillars of a social security system. Social assistance is non-contributory and provided by the state to individuals based on their financial need. Conversely, social assurance, or social insurance, is a contributory scheme where workers and employers pay into a fund to secure benefits. These benefits are then provided as a matter of earned right during specific contingencies, ensuring that the protected individuals have a guaranteed safety net.

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20. (B) b, c, and d
Designing an effective labour welfare program requires adherence to several key principles. The principle of social responsibility emphasizes the moral obligation of industry toward workers. The principle of timeliness ensures that aid is provided when it is most needed, particularly during crises. The principle of adequacy guarantees that the benefits are substantial enough to be meaningful. Conversely, uniformity and exclusivity are generally not recommended, as welfare needs often vary by context and should be inclusive for all.

21. (C) Create a favourable public image and goodwill.
The public relations theory of labour welfare suggests that employers undertake welfare activities to build a positive reputation among the public and stakeholders. By providing impressive amenities to their workers, companies aim to project themselves as socially responsible and caring entities. This helps in gaining the trust of customers, investors, and the government. In this view, welfare acts as a branding tool that generates goodwill and enhances the competitive position of the organization in the market.

22. (B) Unsafe Condition : Horseplay or distracting others
Industrial accidents are generally caused by unsafe conditions, unsafe acts, or personal factors. Unsafe conditions refer to environmental or mechanical hazards such as unguarded machinery. In contrast, horseplay, distracting others, or operating equipment at unsafe speeds are examples of unsafe acts, which are human behaviors that bypass safety rules. Personal factors include a lack of knowledge or skill. Therefore, categorizing behavioral issues like horseplay as

environmental conditions is incorrect, as they are fundamentally human errors or actions.

23. (D) Occupational disease
An occupational disease is a health condition or disorder that results from exposure to specific risk factors in the work environment. These diseases develop gradually over time due to the nature of the employment or the materials handled by the worker. Unlike sudden accidents, occupational diseases are chronic and directly linked to the professional environment. Common examples include respiratory issues from inhaling dust or skin disorders from chemical contact, highlighting the importance of environmental controls and protective measures.

24. (A) Providing welfare measures leads to worker productivity.
The functional theory of labour welfare is based on the logic that a healthy and satisfied worker is more efficient. It posits a direct relationship between the provision of welfare facilities and the level of industrial productivity. By improving the physical and mental well-being of the workforce, employers can reduce absenteeism, lower turnover, and enhance the overall output of the organization. In this perspective, welfare is viewed as a rational business investment that pays dividends through improved performance.

25. (A) 4, 2, 3, 1
The practice of industrial hygiene follows a systematic four-step process. It begins with anticipation, where potential hazards are foreseen before they appear. This is followed by recognition, which involves identifying the actual hazards present in the work environment. The next step is evaluation, where the extent and severity of the hazard are measured. Finally, control measures are implemented to mitigate the identified risks. This chronological sequence ensures that workplace health issues are managed effectively and scientifically.

26. (A) It is financed by general taxation and requires a means test.
Social assurance, commonly known as social insurance, is a contributory system where benefits are funded by payments from employees, employers, and sometimes the state. It is based on the principle of pooling risks to provide protection against contingencies. Unlike social assistance, which is financed by general taxation and uses a means test to determine eligibility, social insurance provides benefits as a matter of right to those who have contributed to the scheme, regardless of their current financial status.

27. (D) Pacify the workers and reduce their militancy.
The placating theory of labour welfare suggests that management provides welfare measures as a strategic tool to appease a dissatisfied workforce. According to this view, the primary motive is to prevent workers from organizing into strong trade unions or engaging in militant industrial actions like strikes. By offering certain amenities, employers hope to satisfy the immediate demands of the workers and maintain a level of control. In this context, welfare is seen as a reactive measure to ensure industrial peace.

28. (B) The workers' action is an unsafe act, and the supervisor's inaction is a failure in safety management.
Safety management requires both the adherence to procedures by workers and the enforcement of rules by leadership. When workers ignore available safety gear, they are committing an unsafe act, which is a behavioral failure. Simultaneously, if a supervisor fails to correct this behavior, it represents a breakdown in safety management and oversight. Effective safety culture depends on the active participation of employees and the diligent monitoring by management to ensure that all safety protocols are consistently followed.

29. (A) Both Statement I and Statement II are true.
Industrial health and industrial safety are two critical, interrelated aspects of workplace well-being. Industrial health is primarily concerned with the prevention of occupational illnesses and the long-term physical and mental wellness of the workforce. Industrial safety, on the other hand, focuses on identifying and eliminating hazards that cause sudden accidents and physical injuries. While their specific targets differ—one focusing on disease and the other on injury—both are essential for maintaining a safe and productive industrial environment.

30. (B) P-3, Q-4, R-1, S-2

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Labour welfare is categorized into different types based on the source and location of the services. Statutory welfare, such as crèches, is mandated by legislation like the Factories Act. Voluntary welfare includes awards initiated by management to motivate employees. Mutual welfare consists of programs run by workers' organizations for their members. Extra-mural welfare refers to services provided outside the workplace, such as housing and transport. This classification helps in understanding the varied roles played by different stakeholders in worker well-being.

31. (A) To maintain and promote worker well-being.
The primary goal of industrial health programs is to ensure the highest possible level of physical, mental, and social well-being for all employees. These programs focus on preventing work-related illnesses, protecting workers from health hazards, and placing individuals in tasks that suit their physiological and psychological capabilities. By maintaining a healthy workforce, organizations not only fulfill their social and moral obligations but also benefit from reduced absenteeism, improved employee morale, and a more sustainable and productive work environment.

32. (B) Social Assistance
Social assistance is a form of social security designed to support the most vulnerable members of society, such as the elderly or destitute. These programs are non-contributory, meaning the recipients do not pay into the fund. Instead, they are financed by general state revenues. Eligibility is typically determined by a means test, which ensures that only those who meet a specific poverty or need criterion receive the benefits. This provides a basic safety net for those without other financial resources.

33. (C) Financial hazards (e.g., market fluctuations)
Industrial hygiene is specifically concerned with environmental stressors that affect the physical and mental health of workers. It focuses on recognizing and controlling chemical hazards like toxic gases, physical hazards such as noise and radiation, and biological hazards including viruses and bacteria. While financial hazards are important for business stability, they do not fall within the scope of industrial hygiene, which is a science dedicated to maintaining a safe and healthy environment for the people working within an industrial setting.

34. (C) An occupational disease
An occupational disease is a health condition that arises directly from the nature of a person's work or the conditions of their work environment. These diseases, such as chronic lung conditions in miners, usually develop gradually over a long period of exposure to harmful substances like coal dust. Unlike accidents, which are sudden and unexpected events, occupational diseases are the result of prolonged contact with workplace hazards. They are a significant focus of industrial health and hygiene programs aimed at worker protection.

35. (A) Both A and R are true and R is the correct explanation of A.
Social security measures are fundamental to a stable society because they protect individuals from the devastating effects of life contingencies. By providing financial support during sickness, unemployment, or old age, these programs prevent people from falling into extreme poverty. This support helps maintain the purchasing power of the population, which is essential for economic stability. Furthermore, by ensuring a basic level of well-being for all, social security fosters social cohesion and reduces the potential for social unrest.

36. (B) Paternalistic Theory
The paternalistic theory of labour welfare is based on the idea that the employer acts as a father figure toward the workers. In this view, the relationship between the employer and the employees is similar to that of a parent and their children. The employer feels a moral responsibility to provide for the well-being and needs of the workers out of a sense of care and protection. This approach often results in the voluntary provision of various amenities and welfare facilities.

37. (C) A state contributory provident fund scheme.
Social assurance, or social insurance, is characterized by its contributory nature and the provision of benefits as an earned right. A state-run contributory provident fund is a prime example, as both employees and employers pay into the fund over time. These contributions are pooled to provide financial security for the

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(A) To achieve the total well-being of the worker.
(B) To minimize the costs for the employer.
(C) To fulfill the minimum legal requirements.
(D) To increase the power of trade unions.

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social insurance, is a contributory system where workers and employers pay into a fund, and benefits are provided as a matter of earned right to those who have contributed.

45. (D) a, b, d, and e
Social security is designed to protect individuals against common life contingencies that result in a loss or interruption of income. This includes sickness, maternity, unemployment, and old age. These benefits provide a safety net that ensures people can maintain a basic standard of living during difficult times. Commercial business loans, however, are financial tools for investment and profit-making and do not fall under the scope of social security, which focuses on social protection and the welfare of the individual citizen.

46. (B) Providing welfare as an act of atonement for sins or as a manifestation of piety.
The religious theory of labour welfare is based on the idea that employers provide benefits to workers as a way to fulfill spiritual obligations or atone for their past sins. It views welfare activities as acts of piety and religious duty that will bring spiritual rewards to the employer. In this perspective, the motivation for welfare is not economic efficiency or legal compliance, but rather a sense of moral and spiritual responsibility toward others, reflecting deeply held religious or humanitarian beliefs.

47. (C) Quantifying the magnitude of a health hazard by measuring the level of exposure.
In the practice of industrial hygiene, evaluation is the critical step of measuring and quantifying the health hazards identified during the recognition phase. This involves using scientific methods and instruments to determine the concentration of toxic substances, noise levels, or other stressors in the work environment. By comparing these measurements with established safety standards, industrial hygienists can determine the level of risk to workers. This quantitative data is essential for designing and implementing effective control measures to protect employee health.

48. (A) Byssinosis
Byssinosis, often referred to as "brown lung disease," is an occupational respiratory condition caused by the inhalation of cotton, flax, or hemp dust. It is primarily found among workers in the textile industry who are exposed to high levels of dust during the processing of these natural fibres. The disease manifests as chest tightness and shortness of breath, often worsening on the first day of the work week. This condition underscores the importance of proper ventilation and dust control in textile manufacturing.

49. (D) Statement I is false, but Statement II is true.
Industrial safety and industrial health both require a proactive approach to be effective. While safety measures are often highlighted after an accident, modern safety management focuses on identifying and eliminating hazards before injuries occur. Industrial health is inherently proactive, as it aims for the long-term well-being of workers by preventing occupational diseases through environmental controls and regular health monitoring. Both disciplines strive to create a safe work environment through anticipation and prevention, rather than just reacting to events after they have happened.

50. (A) Labour welfare is provided to appease workers and counter the influence of trade unions.
The placating theory of labour welfare suggests that employers provide amenities and benefits as a strategic way to pacify a restless or militant workforce. The goal is to meet just enough of the workers' demands to prevent them from organizing into strong unions or taking collective actions like strikes. According to this theory, welfare is used as a tool to maintain industrial peace and preserve management's control by addressing worker dissatisfaction before it escalates into a more serious conflict.

51. (C) Social Assistance
Social assistance is a type of social security program where benefits are provided by the state to individuals who demonstrate a financial need. The "means test" is a fundamental feature of this system, as it involves an evaluation of a person's income and assets to determine if they qualify for aid. Unlike contributory schemes like social insurance, social assistance is funded by general taxation and is designed to provide a basic level of support to the most vulnerable members of society.

52. (D) Personal Protective Equipment

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Personal Protective Equipment, or PPE, refers to specialized clothing or equipment worn by employees for protection against health and safety hazards in the workplace. Examples include helmets, goggles, gloves, earplugs, and respirators. While PPE is essential for worker safety, it is generally considered the last line of defense in the hierarchy of controls. It is used when engineering and administrative controls are not sufficient to completely eliminate or reduce a hazard to a safe level for the individual worker.

53. (C) An unintended event in employment leading to injury.
An industrial accident is a sudden, unplanned, and unintended event that occurs in the course of employment and results in physical injury to a worker or damage to property. Unlike occupational diseases, which develop over time, an accident is a discrete event with immediate consequences. Identifying the causes of accidents, whether they result from unsafe acts or unsafe conditions, is a primary goal of industrial safety programs. The aim is to prevent these events through better design, training, and supervision.

54. (B) Principle of Adequacy
The principle of adequacy in labour welfare emphasizes that the benefits and facilities provided to workers should be significant enough to bring about a real improvement in their lives. Token or minimal measures are considered insufficient. This principle ensures that welfare programs are not just for show, but actually address the needs of the workforce in a substantial way. By providing adequate support, employers can effectively improve worker morale, health, and overall satisfaction, leading to a more stable and productive work environment.

55. (A) P-4, Q-1, R-2, S-3
Occupational diseases are directly linked to specific causative agents or industrial processes. Silicosis is caused by silica dust in quarrying and mining. Anthracosis, or black lung, is prevalent among coal miners. Lead poisoning occurs in battery manufacturing and painting due to toxic metal exposure. Dermatitis results from skin contact with irritating chemicals and oils. Understanding these associations is crucial for industrial health professionals to implement targeted preventive measures and protect workers from the unique hazards present in their specific industries.

56. (D) Statement I is false, but Statement II is true.
Labour welfare activities are classified into intra-mural and extra-mural based on their location. Intra-mural activities are those provided within the factory premises, such as canteens and restrooms, to improve the immediate working environment. Extra-mural activities are those provided outside the workplace, including housing, recreation clubs, and education for workers' children. These measures focus on the broader well-being of the employee and their family. Therefore, the statement that intra-mural activities are provided outside the factory is incorrect.

57. (C) Failure to use provided safety goggles
Unsafe conditions are physical or environmental factors in the workplace that can lead to an accident, such as poor lighting, defective tools, or a congested workspace. These are hazards inherent in the environment. In contrast, the failure to use provided safety goggles is an unsafe act, which is a behavioral error or a failure by a person to follow established safety procedures. Understanding this distinction helps organizations decide whether to address an issue through engineering changes or through better training and supervision.

58. (A) Functional Theory
The functional theory of labour welfare views the provision of amenities as a rational business investment designed to improve worker efficiency. By offering benefits like housing in remote locations, the employer aims to attract and keep skilled workers, which ensures smooth and productive operations. This approach recognizes that a satisfied and stable workforce is a key factor in industrial success. The primary motive is not just charity or legal compliance, but the functional benefit of having a healthy and motivated workforce.

59. (D) Statement I is false, but Statement II is true.
Accidents and occupational diseases differ primarily in their speed of onset and the nature of their causes. An accident is a sudden and unexpected event that results in immediate injury.

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In contrast, an occupational disease develops gradually over a long period due to repeated exposure to harmful environmental factors in the workplace. While both are critical issues in industrial safety and health, the methods for preventing them differ, with safety focusing on discrete events and health focusing on long-term exposures.

60. (A) Both A and R are true and R is the correct explanation of A.
The concept of labour welfare is inherently dynamic because it is shaped by the evolving values and expectations of society. As perceptions of social justice and human rights change, what is considered a necessary level of care for workers also expands. New developments in technology and industry often bring new challenges, leading to the introduction of additional welfare measures. This ongoing evolution ensures that welfare programs remains relevant and continue to improve the quality of life for the modern industrial workforce.

61. (C) The negotiation of wage settlements and bonus payments with trade unions.
Industrial health services focus on the physical and mental well-being of the workforce within their professional environment. Their primary objectives include promoting worker health, preventing work-related diseases, and ensuring that employees are placed in jobs that suit their capabilities. These services are medical and preventative in nature. Conversely, the negotiation of wages and bonuses is a matter of industrial relations and collective bargaining, which involves economic and legal aspects rather than the direct management of occupational health and hygiene.

62. (D) Industrial Hygiene : Focuses on controlling workplace environmental hazards.
Industrial hygiene is the science dedicated to the anticipation, recognition, evaluation, and control of environmental stressors in the workplace that can lead to sickness or impaired health. This definition correctly identifies its core focus. Other concepts mentioned are inaccurately described: social security is a global necessity, not limited to developed nations; an occupational disease is gradual, not a sudden injury; and the trusteeship theory views employers as moral guardians of worker well-being, rather than just seeking publicity for the organization.

63. (A) Pooling of risks through contributions to provide defined benefits.
Social insurance is founded on the principle of collective protection through the pooling of risks. Participants, including workers and their employers, make regular contributions to a common fund. This fund is then used to provide defined benefits to individuals who experience specific contingencies such as sickness, disability, or old age. By spreading the financial burden across a large group, social insurance provides a reliable and sustainable safety net, ensuring that benefits are available as an earned right to all members.

64. (B) An attempt to eliminate an unsafe condition.
An unsafe condition refers to a physical hazard in the work environment that can cause an accident. Providing safety guards on the moving parts of a machine is an engineering control designed to remove this physical risk. By shielding dangerous components, the employer eliminates the possibility of accidental contact, thereby creating a safer environment. This proactive measure addresses the hardware and layout of the workplace, reducing the reliance on individual worker behavior to prevent injuries during the operation of industrial machinery.

65. (B) b and c only
Labour welfare is a dynamic and evolving concept that changes with societal and industrial progress, rather than being a static or universally fixed set of rules. Its primary goal is to improve both the working and living conditions of employees, reflecting a holistic concern for their well-being. This includes a mix of statutory requirements and voluntary initiatives taken by employers. While financial stability is important, welfare encompasses much more, including physical health, safety, and social facilities that enrich the workers' lives.

66. (B) Beneficiaries are entitled to benefits as a matter of legal right, irrespective of their income.
Social assistance is a non-contributory form of social security funded through the general revenue of the state. Unlike social insurance, where benefits are an earned right based on

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past contributions, social assistance is granted based on demonstrated financial need. A "means test" is used to evaluate the income and assets of potential beneficiaries to ensure that help is directed toward the most destitute. Therefore, entitlement is not universal but is strictly conditional upon the beneficiary's current economic status and lack of other means.

67. (B) Implementing engineering controls to eliminate or isolate the hazard at the source.
In the hierarchy of hazard controls, engineering solutions are considered the most effective because they address the problem at its source. By redesigning equipment or processes to eliminate a hazard, or by using ventilation and shielding to isolate it, the reliance on human behavior and individual protection is reduced. While medical check-ups and personal protective equipment are important, they are less reliable than a well-engineered environment that prevents exposure altogether, making it the preferred approach for ensuring long-term industrial health.

68. (A) A combination of an unsafe act and personal factors (lack of training).
Industrial accidents often result from multiple interconnected causes. In this scenario, the worker's attempt to clear a jam in a running machine is an unsafe act, as it violates basic safety principles. Furthermore, the fact that the worker was newly hired and untrained represents a significant personal factor that contributed to the incident. Together, these elements demonstrate that both behavioral errors and a lack of proper preparation and training are critical factors in the occurrence of workplace injuries.

69. (A) Both Statement I and Statement II are true.
The trusteeship theory of labour welfare, strongly supported by Mahatma Gandhi, is based on a high moral philosophy. It posits that employers should not view themselves as the absolute owners of industrial wealth, but rather as trustees who hold this wealth for the benefit of the workers, the community, and society at large. This theory encourages employers to voluntarily provide extensive welfare facilities and to treat workers as partners in the enterprise, fostering a spirit of mutual respect and social responsibility.

70. (B) c, d, and e
Extra-mural welfare activities are those provided by an employer outside the immediate factory premises to enhance the broader life of the employees and their families. Common examples include providing housing colonies, educational facilities for children, and recreation clubs. In contrast, intra-mural activities, such as restrooms and canteens, are located within the workplace to support workers during their shifts. By offering extra-mural facilities, organizations demonstrate a commitment to the social and domestic well-being of their workforce, beyond their professional duties.

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71. (B) Foreseeing potential health hazards in a new process or material before it is introduced.
Anticipation is the first and most proactive stage of industrial hygiene. it involves the scientific foresight of potential physical, chemical, and biological hazards that might arise when a new process, machine, or material is introduced to the workplace. By identifying these risks during the planning and design phase, organizations can implement preventive measures before any exposure occurs. This step is essential for avoiding health problems and ensures that safety is integrated into the foundation of industrial operations.

72. (D) Extra-mural Welfare : First-aid box inside the factory
Labour welfare is classified as intra-mural if provided within the factory and extra-mural if provided outside. A first-aid box located inside the factory is a classic example of intra-mural welfare, as it addresses the immediate needs of workers at their place of work. Other pairs correctly identify statutory requirements like crèches, voluntary activities like tours, and workplace amenities like drinking water. Therefore, labeling an internal first-aid facility as extra-mural is an incorrect classification based on the standard definitions.

73. (B) An interruption or loss of earning capacity.
Social security is designed to provide financial and medical protection when individuals face contingencies that threaten their ability to earn a living. These life events include sickness, disability, unemployment, maternity, and old age. By offering cash benefits and services, social security ensures that people do not fall into poverty when they are unable to work.

This systematic protection maintains a person's income security and provides peace of mind, contributing to the overall stability and well-being of the society.

74. (B) An occupational disease.
Hearing loss caused by long-term exposure to high noise levels in a workplace is a classic example of an occupational disease. Unlike an accident, which happens suddenly, this condition develops gradually due to the nature of the work environment and the specific hazards present in the boiler room. Occupational diseases are directly linked to the professional tasks performed by a worker. Recognizing and preventing such health issues is a key responsibility of industrial health and hygiene programs within an organization.

75. (A) 2, 4, 3, 1
Management philosophies toward labour welfare have evolved over time. The policing theory is the least progressive, as it relies on state compulsion. The philanthropic theory reflects individual charity but can be inconsistent. The paternalistic theory views the employer as a guardian, which is more involved but can create dependency. The most progressive is the functional theory, which recognizes worker well-being as a rational investment in efficiency. This sequence shows a shift from viewing welfare as a burden to seeing it as a strategic necessity.

76. (C) Principle of Profit Maximization
Social security is governed by humanitarian and collective principles such as the pooling of risks, social adequacy, and the encouragement of self-help through contributions. These principles focus on providing protection and a basic standard of living for all members of a group. Profit maximization, however, is a commercial goal for private enterprises and is entirely contrary to the objectives of social security. The primary aim of social protection is the welfare of individuals during times of need, not financial gain.

77. (A) Health
The word 'hygiene' in the term industrial hygiene is derived from Hygieia, the Greek goddess of health, cleanliness, and sanitation. This etymological root reflects the core purpose of the field, which is to maintain and promote the health of workers by ensuring a clean and safe work environment. Industrial hygiene focuses on preventing illness through the scientific management of environmental stressors, emphasizing that a healthy workplace is the foundation of a healthy and productive workforce.

78. (A) Labour Welfare measure
A literacy program for workers is a clear example of a labour welfare measure. Such initiatives aim to improve the intellectual and social well-being of employees, which enhances their overall quality of life and future prospects. While it may also benefit the organization by creating a more capable workforce, the primary focus is on the personal development and upliftment of the individuals. This falls under the broad category of non-statutory welfare activities that organizations undertake to support their employees' growth.

79. (A) Both Statement I and Statement II are true.
Social security is an all-encompassing concept that provides protection for all citizens against various life risks and contingencies. Labour welfare is a more specific area that focuses on the well-being of employees within an industrial or work context. In many nations, the welfare facilities provided by employers and the rights granted by labour laws are essential parts of the broader national social security framework. Together, they create a comprehensive safety net that protects people both as workers and as citizens.

80. (B) P-2, Q-1, R-4, S-3
The different forms of social protection and worker welfare have distinct characteristics. Social assistance is non-contributory and means-tested, while social assurance is a contributory system where benefits are an earned right. In the context of location, intra-mural welfare refers to services provided within the factory, such as a canteen, while extra-mural welfare includes facilities outside the workplace, such as worker housing. Understanding these categories is essential for analyzing how societies and organizations provide for the needs of the workforce.

81. (B) The occurrence of accidents and injuries.
The fundamental goal of industrial safety is to identify and eliminate hazards in the workplace

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Negotiating the prices of raw materials, however, is a purely economic and commercial function and has no direct relation to the management of occupational health and hygiene within an organization.

96. (C) Social assistance is typically financed through general taxation.
Social assistance is a type of social security provided by the state to support individuals in need. It is financed through general public revenues, rather than contributions from the recipients. Unlike social assurance, where benefits are a right based on participation, social assistance is granted after a means test to determine if the person truly lacks the resources to support themselves. This system provides a vital safety net for the most vulnerable members of society who are not covered by contributory insurance programs.

97. (C) Siderosis
Siderosis is an occupational lung disease caused by the inhalation of iron or iron oxide particles. It is most commonly seen among workers such as welders, iron ore miners, and metal grinders who are frequently exposed to iron dust and fumes. While siderosis is often considered a less harmful form of pneumoconiosis because it doesn't always lead to severe scarring, it is still a significant health indicator of inadequate environmental controls. Proper ventilation and respiratory protection are essential to prevent the buildup of iron particles in the lungs.

98. (B) Non-statutory and Extra-mural welfare
A gymnasium and sports facility for employees and their families is a non-statutory welfare measure because it is provided voluntarily by the employer rather than being required by law. It is also an extra-mural activity because it focuses on the personal life and well-being of workers outside their immediate job duties, often being used after work hours. These facilities enhance the quality of life and morale of the workforce and their families, representing a significant voluntary investment by the organization in its human resources.

99. (C) Principle of Timeliness
The principle of timeliness in labour welfare highlights the importance of providing assistance exactly when it is needed. In situations such as a sudden illness or a workplace accident, the speed at which aid is delivered is crucial for the worker's recovery and well-being. Delayed help can lead to more serious complications and increased distress. Therefore, an effective welfare program must have systems in place to ensure that medical care, financial support, and other forms of assistance are provided without unnecessary delay or bureaucratic hurdles.

100. (B) A dynamic process of improving the quality of work life and life outside of work.
Labour welfare is a dynamic and multifaceted process aimed at improving the overall well-being of the working population. It is not just a fixed set of amenities, but a series of actions that evolve as societal and industrial standards change. It encompasses measures taken within and outside the workplace to enhance physical health, safety, and social development. By focusing on the quality of work life, welfare programs create a more satisfied and committed workforce, which ultimately benefits both the individual workers and the entire industrial system.

101. (C) Business profit-sharing
Social security is designed to protect individuals against contingencies that cause a loss or interruption of income, such as sickness, maternity, or unemployment. These benefits are provided as a safety net to ensure a basic standard of living. Business profit-sharing, however, is a financial incentive or a form of variable compensation tied to the company's economic performance. While it benefits employees, it is not a social security measure, as it does not provide a guaranteed protection against life's risks or a minimum income during difficult times.

102. (B) Identifying potential hazards.
The foundation of any successful industrial safety program is the thorough identification of potential hazards in the work environment. You cannot manage or control risks that you have not recognized. This initial step involves inspecting the workplace, analyzing tasks, and understanding the materials and machinery used. By identifying where accidents could happen, organizations can prioritize their safety efforts and implement effective engineering and behavioral controls. This proactive identification

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labour laws. Employers are obligated by law to provide these specific facilities, and failure to do so can result in penalties and legal action. Statutory welfare ensures that a basic minimum standard of care and safety is guaranteed for all workers, regardless of the size or voluntary inclination of the individual organization.

89. (C) Statement I is true, but Statement II is false.
Social security is a comprehensive concept aimed at providing "cradle to grave" protection, meaning it offers support through various stages and challenges of life. It covers not just retirement but also contingencies like sickness, maternity, disability, and unemployment that can occur at any time during an individual's life. By providing a broad safety net, social security ensures that people have a basic level of protection against the various uncertainties that can threaten their economic and social well-being throughout their entire existence.

90. (B) b and c
Industrial hygiene is specifically concerned with environmental stressors that can affect worker health. Measuring noise levels and analyzing air samples for toxic vapors are core activities in this field, as they involve the recognition and evaluation of physical and chemical hazards. In contrast, investigating machine failures is primarily a safety engineering task, and designing bonus schemes is a human resources and financial function. Industrial hygiene remains focused on the scientific measurement and control of hazards that cause long-term occupational illnesses.

91. (B) Social Assurance (Insurance)
The Employees' State Insurance (ESI) scheme is a prime example of social assurance because it is founded on the principle of pooling risks through mandatory contributions. Workers, employers, and the government all contribute to a common fund, which is then used to provide medical care and cash benefits during sickness, maternity, and injury. This contributory nature and the provision of benefits as an earned right are the hallmarks of a social insurance system, designed to offer reliable protection to the working population.

92. (B) A poorly maintained and frayed electrical wire.

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An unsafe condition refers to a physical or environmental hazard in the workplace that could cause an accident. A frayed electrical wire is a clear example of such a hazard, as it represents a defect in the equipment or environment. In contrast, actions like taking shortcuts, operating machinery without authority, or engaging in horseplay are unsafe acts, which are human behavioral errors. Distinguishing between these two is essential for safety professionals to decide whether to fix the equipment or focus on employee training and behavior.

93. (A) Functional Theory
The functional theory of labour welfare operates on the principle that a healthy and satisfied worker is a more productive and efficient one. In this view, providing welfare facilities is seen as a rational and effective business investment that directly contributes to the organization's success. By improving the physical and mental well-being of the workforce, employers can reduce absenteeism and increase output. This approach recognizes that the human resource is the most important factor in production and that its maintenance is essential for business growth.

94. (D) Implementing job rotation to limit an individual worker's exposure time.
Administrative controls are changes in work procedures or schedules designed to reduce a worker's exposure to a hazard. Job rotation is a classic example, as it limits the amount of time any one person spends in a high-risk area, such as a noisy workshop or a place with chemical fumes. Unlike engineering controls that change the environment itself, administrative controls manage the interaction between the worker and the hazard. While effective, they are generally considered less reliable than engineering solutions because they require strict adherence to rules.

95. (C) a, b, c, and d
The scope of industrial health is broad and includes both preventive and curative measures to ensure worker well-being. It encompasses pre-employment and periodical medical exams to monitor health, the provision of first-aid for immediate injuries, and health education to promote safe habits. These activities are all focused on the human aspect of the workplace.

growth of independent worker organizations and discourage self-reliance. Modern welfare approaches often prefer a more partnership-based model where workers have more involvement and autonomy.

110. (A) Both A and R are true and R is the correct explanation of A.
The distinction between social assistance and social assurance is a cornerstone of modern social security systems. Social assistance provides a non-contributory safety net for the most vulnerable, financed by state revenues and based on financial need. Social assurance, or insurance, is a contributory system where benefits are an earned right for those who have paid into the scheme. Together, these two approaches allow a society to provide a comprehensive range of protection, catering to both the needs of the destitute and the security of the working population.

111. (D) Biological monitoring
Biological monitoring is a specialized technique used in occupational health to assess a worker's total exposure to a chemical by measuring the substance or its metabolites in biological samples such as blood, urine, or exhaled air. Unlike environmental monitoring, which measures the concentration of a hazard in the air, biological monitoring accounts for all routes of entry into the body, including inhalation, ingestion, and skin absorption. This provides a more accurate picture of the actual dose received by the worker and the potential health risk.

112. (B) Compulsory Welfare : Provided by charitable organizations
Labour welfare can be classified in several ways. Statutory welfare is required by law. Mutual welfare is run by workers themselves through trade unions. Voluntary welfare is provided by employers out of their own initiative. However, "compulsory welfare" is generally used as a synonym for statutory welfare, meaning it is required by the state. Labeling welfare from charitable organizations as compulsory is incorrect, as philanthropic activities are voluntary. Understanding who provides and who mandates welfare is essential for analyzing the different sources of support for the workforce.

113. (C) The mismatch between the worker and the job design, leading to musculoskeletal disorders.
An ergonomic hazard arises when there is a lack of fit between the physical demands of a job and the physical capabilities of the worker. This often occurs due to poorly designed workstations, repetitive movements, or excessive force. Over time, these hazards can lead to musculoskeletal disorders, such as back pain or carpal tunnel syndrome. The goal of ergonomics is to "fit the job to the worker," ensuring that the work environment is designed to promote health, comfort, and efficiency while minimizing the risk of physical strain.

114. (D) Contingencies
In the context of social security, events like sickness, maternity, old age, and unemployment are referred to as "contingencies." These are uncertain life events that can lead to a loss of income or increased expenses, causing financial and social distress. Social security systems are designed specifically to protect individuals and their families from the adverse effects of these contingencies. By providing cash benefits and services when these events occur, the state or a collective insurance scheme ensures that everyone has access to a basic level of protection and support.

115. (B) b and d
Social assurance, also known as social insurance, is defined by its contributory and rights-based nature. In these schemes, participants, such as employees and their employers, make regular payments into a common fund. Because of these contributions, the beneficiaries are entitled to receive support as a matter of legal right when specific contingencies occur. Unlike social assistance, which is non-contributory and uses a means test to determine eligibility based on poverty, social insurance provides security to its members regardless of their individual wealth at the time of the claim.

116. (B) Industrial hygiene, to control airborne contaminants.
Investing in a dust collection system is a classic measure of industrial hygiene. The primary purpose of such equipment is to control and remove harmful airborne particles, like cement dust, from the work environment before workers

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is essential for preventing injuries and creating a truly safe workplace for all employees.

103. (D) Statement I is false, but Statement II is true.
Industrial hygiene is primarily a preventive discipline rather than a curative one. Its core purpose is to prevent the occurrence of occupational diseases by recognizing, evaluating, and controlling environmental hazards in the workplace. While medical professionals treat workers who have already become ill, industrial hygienists work to ensure that the environment does not cause sickness in the first place. By focusing on factors like ventilation, chemical exposure, and noise control, industrial hygiene creates a proactive barrier against long-term health deterioration for the entire workforce.

104. (A) Inhalation of dust
Pneumoconiosis is a broad term that refers to a group of occupational lung diseases caused by the chronic inhalation and accumulation of mineral or organic dusts in the lungs. Common types include silicosis from silica dust, asbestosis from asbestos fibres, and anthracosis from coal dust. These conditions lead to inflammation and permanent scarring of the lung tissue, significantly reducing respiratory function. Preventing pneumoconiosis depends on effective dust suppression, proper ventilation systems, and the consistent use of respiratory protection in dusty industrial environments.

105. (A) P-3, Q-4, R-2, S-1
Industrial hazards are categorized based on their nature to better manage them. Physical hazards include environmental stressors like excessive noise. Chemical hazards involve exposure to harmful substances like solvent fumes. Biological hazards refer to living organisms such as bacteria found in healthcare settings. Ergonomic hazards are related to poor workstation design that causes physical strain, such as back pain. Understanding these classifications allows safety and health professionals to identify specific risks and implement the most appropriate controls to protect the workforce from different types of harm.

106. (C) Means-tested
Social assistance is a type of social security intended for individuals who lack the resources to support themselves. A defining characteristic of these programs is that they are "means-tested," meaning that a person's eligibility for benefits is based on an evaluation of their income and assets. Only those whose resources fall below a certain level qualify for aid. This ensures that the limited resources of the state are directed toward the most vulnerable and needy members of society, providing them with a basic minimum level of support.

107. (D) It is solely the responsibility of the government inspectors.
Industrial safety is a shared responsibility that involves multiple stakeholders, not just government inspectors. While the state sets the legal standards and conducts inspections, the primary responsibility for maintaining a safe workplace lies with the employer. Furthermore, the active participation and cooperation of employees are essential for the success of any safety program. A truly effective safety culture is one where management, workers, and government work together to identify hazards, follow rules, and ensure that everyone returns home safely at the end of the day.

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108. (B) Intra-mural welfare
Intra-mural welfare facilities are those provided by the employer within the factory or workplace premises to improve the immediate conditions under which people work. Amenities such as clean drinking water, adequate lighting, and sanitary toilets are essential for the health and comfort of workers during their shifts. By providing these basic facilities, organizations ensure a hygienic and supportive environment, which is not only a common legal requirement but also a fundamental part of maintaining a satisfied and healthy workforce within the industrial setting.

109. (B) Creating a sense of dependency and discouraging self-reliance among workers.
The paternalistic or trusteeship theory of labour welfare, where the employer acts as a protective parent, is often criticized for its top-down approach. While it provides valuable amenities, it can lead to a sense of dependency among the workers, making them feel they must rely on the employer's charity rather than their own rights or collective efforts. This can stifle the

financial hardship or a loss of earning power. A more comprehensive social security system will cover a wider variety of these risks, providing a stronger and more inclusive safety net for the population. By focusing on these specific events, social security ensures that people have protection when they are most vulnerable.

124. (C) Occupational disease
Occupational dermatitis is an inflammation of the skin that results directly from exposure to irritants or allergens in the workplace. It is a common type of occupational disease, especially in industries where workers handle chemicals, oils, or solvents. Unlike a sudden accident, dermatitis often develops over time with repeated contact. Because it is directly linked to the professional environment and the nature of the tasks performed, it is a primary focus for industrial health and hygiene programs, which emphasize the use of skin protection and environmental controls.

125. (B) 2, 4, 3, 1
The hierarchy of controls provides a systematic approach to managing workplace hazards, ranked from the most effective to the least effective. The best method is elimination or substitution, which removes the hazard entirely. Next are engineering controls, which isolate people from the hazard. Administrative controls, such as changing how people work, are less effective. The last line of defense is Personal Protective Equipment (PPE), which relies on individual behavior. Following this hierarchy ensures that organizations prioritize the most reliable and permanent solutions to protect their workers' health and safety.

126. (B) Social assistance
Social assistance is a type of social security provided by the state to support the most vulnerable individuals, such as the destitute elderly. These programs are non-contributory and are financed through general taxation. Eligibility is based on a "means test," which confirms that the recipient has no other source of income and is truly in need. By providing a basic cash stipend, social assistance ensures that everyone has access to a minimum standard of living, regardless of whether they have contributed to an insurance scheme.

127. (A) Identifying potential health hazards present in the work environment.
Recognition is a fundamental stage in the practice of industrial hygiene. It involves the systematic identification of all potential health hazards—whether chemical, physical, or biological—that are present in the work environment. This identification is based on a thorough understanding of the materials, processes, and equipment used in the industrial facility. Without correctly recognizing these stressors, it is impossible to evaluate their severity or implement effective controls. Recognition provides the essential foundation for all subsequent efforts to protect the long-term health and well-being of the workforce.

128. (C) Statutory, intra-mural welfare
A subsidized canteen provided within the factory premises as required by law is a classic example of statutory, intra-mural welfare. It is "statutory" because it is mandated by a legal act, such as the Factories Act. It is "intra-mural" because the facility is located inside the workplace to serve the immediate needs of employees during their work hours. By fulfilling this legal requirement, the employer provides a necessary service that supports worker health and convenience, contributing to a better and more efficient working environment.

129. (A) Both Statement I and Statement II are true.
Industrial safety and occupational health are two distinct but complementary disciplines. Industrial safety focuses on preventing discrete, sudden events that lead to physical injury or damage, such as a slip, fall, or equipment failure. Occupational health, on the other hand, is concerned with the long-term effects of exposure to environmental stressors, which can lead to chronic illnesses or diseases over time. Together, they provide a comprehensive approach to worker well-being by addressing both immediate physical threats and gradual health risks in the industrial setting.

130. (B) P-3, Q-4, R-1, S-2
Theories of labour welfare are distinguished by the employer's underlying motivation. The paternalistic theory sees the employer as a guardian. The placating theory aims to satisfy workers and discourage union activity. The

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inhale them. By managing the quality of the air, this measure prevents the development of long-term respiratory illnesses and other occupational diseases. This is an engineering control focused on environmental stressors, which is the core of industrial hygiene's mission to protect the health and well-being of the industrial workforce.

117. (C) Social security is a subset of labour welfare.
Labour welfare is a broad and multi-dimensional concept that covers all efforts aimed at improving the life of workers, including amenities, working conditions, and social development. Social security is a more specialized component of this broader welfare framework, specifically focused on providing financial and medical protection against life contingencies like sickness, unemployment, and old age. While labour welfare addresses the overall quality of work and life, social security provides the essential safety net that guarantees a minimum level of income and protection during times of specific need.

118. (D) Tuberculosis
Occupational lung diseases, such as pneumoconiosis, silicosis, and asbestosis, are directly caused by inhaling harmful substances in the work environment over a long period. These are chronic conditions specifically linked to industrial exposures. Tuberculosis, however, is an infectious disease caused by bacteria. While workplace conditions like overcrowding or poor ventilation can help it spread, it is not an occupational disease in the same way, as it is a communicable illness that exists in the general population and is not inherently caused by industrial processes or materials.

119. (B) Both Statement I and Statement II are false.
These two theories represent different motivations for labour welfare. The policing theory suggests that the state must use its power to force employers to provide minimum welfare standards, assuming they might otherwise exploit workers. The philanthropic theory, in contrast, is based on the idea that employers provide welfare voluntarily out of a sense of personal kindness and love for mankind. Both statements in the question incorrectly swap these definitions, as policing involves state compulsion and philanthropy involve individual charity, reflecting different views on the responsibility for worker well-being.

120. (C) c and d
In the practice of industrial hygiene, the control stage involves taking active measures to reduce or eliminate the hazards that have been identified and evaluated. Installing ventilation hoods and providing respirators are direct actions taken to protect workers from exposure. Other activities, like taking air samples or reviewing toxicity data, belong to the evaluation and recognition phases, respectively. The control phase is the practical application of solutions, such as engineering changes or personal protection, to ensure that the work environment is safe for the people within it.

121. (B) Compulsion
The main difference between statutory and non-statutory welfare is the element of legal compulsion. Statutory welfare consists of measures that are mandated by law, meaning the employer has no choice but to provide them. Non-statutory welfare includes activities and amenities that an employer provides voluntarily, often to go beyond the minimum requirements and improve worker morale. While both aim to benefit the workers, the former is a legal obligation enforced by the state, while the latter is a discretionary action taken by the organization's management.

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122. (A) Operating machinery at an unsafe speed.
Industrial accidents are often the result of unsafe acts, which are human behaviors that bypass or violate established safety procedures. Operating machinery at an unsafe speed is a clear example of such an act, as it is a choice or error made by the worker. Other factors like a congested plant layout, improper guarding, or insufficient lighting are unsafe conditions, meaning they are hazards inherent in the physical or environmental setup of the workplace. Identifying and correcting unsafe acts usually requires better training, supervision, and a stronger safety culture.

123. (C) Contingencies
The scope of a social security system is defined by the range of contingencies it is designed to address. These contingencies are the life events—such as sickness, maternity, disability, unemployment, and old age—that can lead to

that could lead to sudden accidents or physical injuries. By implementing safety protocols, providing training, and ensuring that machinery is properly guarded, organizations strive to create a safe environment for their employees. This protection is essential for preventing human suffering, reducing medical costs, and maintaining an uninterrupted flow of production. A successful safety program ensures that workers can perform their duties without fear of being harmed.

82. (B) Reduce or eliminate worker exposure to identified hazards.
Control is the final and most critical phase of industrial hygiene practice. Once hazards have been recognized and evaluated, the control phase involves implementing specific measures to mitigate those risks. This can include engineering controls like better ventilation, administrative controls such as job rotation, or the use of personal protective equipment. The ultimate objective is to reduce worker exposure to harmful environmental stressors to levels that are considered safe, thereby preventing occupational diseases and ensuring long-term health and well-being.

83. (A) Health is a broad well-being concept; hygiene is hazard control.
Industrial health and industrial hygiene are closely related but have distinct focuses. Industrial health is a broad concept that encompasses the total physical, mental, and social well-being of the workforce. Industrial hygiene is the scientific discipline specifically devoted to the recognition, evaluation, and control of environmental hazards that could lead to illness. In this relationship, industrial hygiene serves as a key tool or means to achieve the overall goal of maintaining a healthy and productive industrial population.

84. (B) Silicosis
Silicosis is a serious occupational lung disease caused by the prolonged inhalation of fine crystalline silica dust. This hazard is commonly found in industries such as mining, quarrying, stone-cutting, and glass manufacturing. The dust particles cause permanent scarring and inflammation in the lungs, which can lead to severe respiratory problems over time. Preventing silicosis requires strict dust suppression techniques, effective ventilation, and the consistent use of respiratory protection to ensure that workers are not exposed to dangerous levels of silica.

85. (A) Both A and R are true and R is the correct explanation of A.
In the hierarchy of safety controls, Personal Protective Equipment (PPE) is considered the last line of defense. This is because engineering and administrative controls are more effective as they eliminate or reduce the hazard itself. PPE, however, relies heavily on individual workers wearing and using the equipment correctly every time they are exposed to a hazard. Since human behavior can be inconsistent, it is always safer to design the workplace in a way that minimizes the need for individual protection through better engineering.

86. (C) Extra-mural welfare
Extra-mural welfare refers to facilities and services provided by an employer that are located outside the factory premises and benefit the employees' families and broader community. A scholarship program for workers' children is a classic example of this, as it supports the educational needs of the family rather than the immediate needs of the worker during a shift. These programs demonstrate an employer's commitment to the social upliftment and long-term well-being of their employees' households, fostering strong loyalty and goodwill.

87. (C) Public Relations Theory
The public relations theory of labour welfare suggests that employers provide benefits and amenities to their workers primarily to build a positive image of the company. By being seen as a "good employer," the company hopes to gain the trust of the public, attract better talent, and create a strong brand reputation. In this view, welfare activities are a strategic tool for managing external perceptions and establishing the company as a socially responsible and caring organization in the eyes of society and the media.

88. (A) Mandated by law or legislation.
The defining feature of statutory welfare is that it is a legal requirement. These are measures that the government has mandated through legislation, such as the Factories Act or other

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functional theory focuses on improving worker productivity and efficiency through better amenities. The public relations theory uses welfare to build a positive reputation and goodwill for the company. These theories provide a framework for understanding why different organizations choose to implement various welfare measures and how they view their relationship with their employees and the public.

131. (B) Give citizens the right to a basic standard of living and protect them from adversity.
The primary purpose of social security is to provide a safety net that protects all citizens from the financial and social distress caused by life's uncertainties. It recognizes that everyone has a right to a minimum standard of living, even during times of sickness, unemployment, or old age. By offering financial and medical support, social security programs maintain social stability and provide individuals with a basic level of dignity and security. This collective effort is essential for a just and inclusive society that cares for its members.

132. (D) To identify employees responsible for accidents and penalize them.
A successful safety program is focused on prevention and improvement, not on blame and punishment. The primary objectives are to reduce accidents, increase safety awareness, and ensure compliance with legal standards. While it is important to understand human error, a program that focuses on penalizing individuals can discourage reporting and hinder the identification of underlying system failures. Instead, a modern safety approach emphasizes a culture of cooperation and continuous learning to identify hazards and implement engineering and behavioral solutions that protect everyone in the workplace.

133. (C) Silicosis
Silicosis is a serious and irreversible lung disease caused by the inhalation of fine crystalline silica dust. This hazard is common in industries like mining, construction, and stone-cutting. The dust particles become trapped in the lungs, leading to inflammation and the development of scar tissue over time, which makes breathing increasingly difficult. Silicosis is a classic example of an occupational disease that can be prevented through effective environmental controls, such as dust suppression and proper ventilation, alongside the consistent use of respiratory protection by workers.

134. (B) Substitution
Substitution is a highly effective hazard control method that involves replacing a dangerous material or process with one that is less hazardous. By switching from a toxic solvent to a water-based detergent, the organization removes the primary source of risk to the workers. This approach is superior to relying on personal protective equipment or administrative controls because it permanently reduces the potential for harm at the source. In the hierarchy of controls, substitution is a preferred strategy for creating a fundamentally safer and healthier workplace for all employees.

135. (A) Both A and R are true and R is the correct explanation of A.
Industrial hygiene is inherently multi-disciplinary because workplace health hazards are complex and varied. To effectively recognize, evaluate, and control these stressors, professionals must draw on knowledge from chemistry to understand toxins, physics to manage noise and radiation, and engineering to design control systems. Toxicology and medicine are essential for understanding how hazards affect the human body. By integrating these diverse fields, industrial hygiene provides a comprehensive and scientific approach to protecting workers and ensuring that industrial environments are safe for long-term health and well-being.

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136. (B) The principle of pooling risk through mandatory contributions.
Social assurance, commonly known as social insurance, is based on the principle of collective risk pooling. In this system, participants—usually workers and their employers—make regular, mandatory contributions into a central fund. When an individual member faces a contingency such as illness or retirement, they receive benefits from this pool as a matter of earned right. This approach spreads the financial burden of life's risks across a large group, providing a reliable and sustainable way to ensure income and medical security for the working population.

systems and proper ventilation in textile mills to protect the health of the workforce. Preventing byssinosis is a key part of occupational health programs in the textile and garment manufacturing sectors.

165. (D) a, b, c, and d
The scope of industrial health is comprehensive, covering all aspects of worker well-being in relation to their environment. It includes medical examinations to monitor health, the constant monitoring of the workplace for hazards, and the provision of immediate first-aid. Furthermore, industrial health professionals provide essential advice on safety, hygiene, and ergonomics to prevent issues before they occur. By addressing all these areas, industrial health programs ensure a holistic and proactive approach to maintaining a healthy and productive workforce across all types of industries and occupations.

166. (C) Principle of Selective Application
Labour welfare is guided by inclusive and ethical principles such as timeliness, adequacy, and social responsibility. These ensure that aid is provided when needed, benefits are substantial, and the industry fulfills its moral duty. However, "selective application"—where welfare is provided only to certain groups—is not a fundamental principle. True labour welfare is designed to be inclusive and equitable, aiming to improve the well-being of the entire workforce. Selective application would go against the core goal of providing a broad and fair safety net for all employees.

167. (A) Based on a legal entitlement or statutory provision.
While both social assistance and charity provide help to people in need, they differ in their legal and structural nature. Charity is a voluntary and discretionary act of benevolence provided by private individuals or organizations. Social assistance, however, is a formal part of the state's social security system and is based on a legal entitlement or statutory provision. This means that individuals who meet specified criteria have a legal right to receive support, ensuring a more reliable and consistent safety net for the most vulnerable members of society.

168. (A) Administrative controls
Administrative controls are work procedures and schedules designed to reduce a worker's exposure to a hazard. Job rotation and limiting work hours are classic examples, as they manage the time a person spends in a high-risk area without changing the environment itself. While these controls are effective, they are generally considered less reliable than engineering controls, which remove or isolate the hazard at the source. Administrative controls require strict adherence to rules and schedules to be successful in protecting the health and safety of the industrial workforce.

169. (D) Statement I is false, but Statement II is true.
Labour welfare is inherently dynamic because it is shaped by the evolving needs and expectations of society. As economic conditions, technology, and perceptions of human rights change, the scope and content of welfare measures also expand. What was considered a luxury in the past may be a basic requirement today. This ongoing evolution ensures that welfare programs remain relevant and continue to improve the quality of life for workers. Therefore, it is incorrect to view labour welfare as a rigid or static concept that has remained unchanged over time.

170. (B) a, b, and c only
Unsafe acts are behavioral errors or human failures that deviate from established safety rules and procedures, such as operating equipment without authority, failing to use PPE, or working on dangerous machinery while it is running. In contrast, poor housekeeping and defective tools are unsafe conditions, meaning they are physical hazards in the work environment. Distinguishing between these two is essential for developing effective safety strategies, as unsafe acts are addressed through training and supervision, while unsafe conditions are corrected through maintenance and engineering changes.

171. (B) An assessment of an individual's income and assets to determine eligibility for benefits.
In the context of social assistance, a "means test" is a fundamental process used to evaluate the financial situation of potential beneficiaries. It involve a systematic assessment of an individual's income and assets to determine if they meet the specific criteria for being in need. The goal is to ensure that limited public funds are directed

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144. (C) Asbestosis
Asbestosis is a chronic lung disease caused by the inhalation of asbestos fibres, which leads to permanent scarring and inflammation of the lung tissue. Because the scarred tissue can appear white on imaging, it is sometimes referred to as "white lung." It is a classic occupational disease found in workers in industries like construction and ship-breaking. Preventing asbestosis requires strict environmental controls to eliminate exposure to asbestos fibres, highlighting the importance of using safer materials and ensuring that workers are protected in hazardous environments through engineering and personal protection.

145. (A) a, b, c, and d
Social assistance and social assurance are two distinct methods of providing social security. Social assistance is non-contributory, financed by general tax revenues, and benefits are granted based on a means test of financial need. Social assurance, or insurance, is a contributory system where workers and employers pay into a fund, and benefits are provided as a legal right to those who have participated. Both systems aim to protect individuals from contingencies, and their different designs allow a society to offer comprehensive support to both the destitute and the working population.

146. (C) Industrial Safety Program
A comprehensive industrial safety program is an organized and systematic effort to prevent accidents and injuries in the workplace. It includes several key components such as a clear safety policy, the formation of safety committees to involve employees, and regular safety training to build knowledge and skills. Together, these elements create a strong safety culture where hazards are identified, risks are managed, and all workers are empowered to work safely. Such a program is essential for protecting the human resources of an organization and ensuring successful, uninterrupted operations.

147. (C) Placating Theory
The placating theory of labour welfare suggests that employers provide facilities and benefits primarily as a way to appease or "pacify" a potentially restless or militant workforce. The motive is to satisfy worker demands just enough to prevent them from organizing into strong trade unions or taking collective actions like strikes. According to this theory, welfare is used as a strategic tool to maintain industrial peace and preserve management control by addressing worker grievances before they lead to significant disruptions in production or a challenge to company authority.

148. (D) Industrial hygiene is exclusively focused on the psychological well-being of workers.
Industrial hygiene is a broad scientific discipline focused on the recognition, evaluation, and control of all environmental stressors in the workplace—including chemical, physical, and biological hazards—that can lead to illness or impaired health. While it can include psychological factors like stress, it is certainly not exclusively focused on them. Other statements correctly identify the relationship between health and hygiene, the difference between sudden accidents and gradual diseases, and the role of unsafe acts and conditions in causing injuries. Hygiene remains a comprehensive science for ensuring overall workplace health.

149. (A) Income security
The fundamental purpose of social security is to provide income security for individuals and families. It aims to ensure that people have a basic financial cushion when their regular earnings are interrupted or lost due to contingencies such as sickness, maternity, disability, unemployment, or old age. By providing cash benefits and essential services, social security programs prevent individuals from falling into poverty and maintain their dignity and quality of life during difficult times. This stability is essential for both individual well-being and the economic health of the entire society.

150. (C) A machine guard
Personal Protective Equipment (PPE) refers to specialized items worn by individuals to protect them from workplace hazards, such as helmets, goggles, and ear muffs. A machine guard, however, is an engineering control. It is a physical barrier installed on the equipment itself to prevent any person from coming into contact with dangerous moving parts. In the hierarchy of safety controls, engineering solutions like machine guards are considered more effective than PPE because they

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occurrence and impact of sudden, unplanned events. By empowering workers to handle hazards like fire, the organization creates a more secure environment and reinforces a culture of safety where everyone is prepared to protect themselves and others.

179. (A) Both Statement I and Statement II are true.
Social security is a comprehensive concept aimed at providing protection against life's biggest challenges, often referred to as the "five giants": want, disease, ignorance, squalor, and idleness. These factors threaten the well-being of individuals and the stability of society. The modern framework for social security was significantly influenced by the Beveridge Report in the United Kingdom, which laid the foundation for the welfare state. Together, these ideas have shaped the global understanding of social protection as a collective responsibility to ensure a basic level of dignity and security for all citizens.

180. (B) P-3, Q-4, R-1, S-2
Managing workplace hazards involves a hierarchy of control methods. Elimination, the most effective, involves removing the hazard entirely, such as a toxic chemical. Engineering controls, like installing a ventilation system, isolate people from the hazard. Administrative controls, such as job rotation schedules, manage exposure by changing work procedures. Personal Protective Equipment (PPE), the last line of defense, includes items like safety glasses. Understanding these different methods allows safety professionals to choose the most reliable and effective solutions to protect worker health and ensure a safe and productive environment.

181. (C) Loss of income during and after childbirth
Maternity benefits are a vital part of a social security system, designed specifically to protect women workers from the financial distress caused by the interruption of income during and after childbirth. These benefits provide cash support and medical care, ensuring that the mother can take the necessary time to recover and care for her newborn without facing poverty. By addressing this specific contingency, social security promotes maternal and child health and ensures that women can remain active and secure participants in the industrial workforce through various stages of life.

182. (A) Unsafe act
An unsafe act is a human failure or behavioral error that deviates from accepted safety procedures. Over-riding a safety guard on a machine is a classic example, as it is a deliberate choice by a worker to bypass a physical protection to work more quickly. While the worker's goal may be higher productivity, the action significantly increases the risk of a serious injury. Identifying and correcting such acts through better training, supervision, and a strong safety culture is essential for preventing accidents and ensuring that all employees follow established safety rules.

183. (A) Its scope and content evolve with time and circumstances.
The dynamic nature of labour welfare means that it is not a fixed or static set of rules. Instead, its scope and content change over time as societal values, technology, and economic conditions evolve. What was considered adequate in the past may not be sufficient today, as expectations for worker well-being and social justice continue to grow. This flexibility ensures that welfare programs remain relevant and continue to provide meaningful support to the modern industrial workforce. Labour welfare is a continuous process of adapting and improving the quality of work life.

184. (C) Ergonomic injury or disorder
Carpal Tunnel Syndrome is a common type of ergonomic disorder that results from a mismatch between the physical design of a job and the physical capabilities of the worker. It is often caused by repetitive motions, forceful actions, or poor posture during tasks like data entry or assembly line work. Ergonomic injuries are a significant focus of industrial health and hygiene programs, which aim to "fit the job to the worker" through better workstation design and work practices. Addressing these issues is essential for preventing long-term physical strain and maintaining worker efficiency.

185. (A) Both A and R are true and R is the correct explanation of A.

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implementing appropriate controls, such as specialized ventilation and personal protective equipment.

158. (A) Compulsory and based on social adequacy.
Social insurance differs from private insurance in several fundamental ways. While private insurance is usually voluntary and based on individual risk and profitability, social insurance is typically mandatory for specified groups and is based on the principle of social adequacy. This means that benefits are designed to provide a minimum standard of living for all participants, regardless of their individual contributions. By being compulsory and collective, social insurance provides a reliable and inclusive safety net that ensures that protection is available to everyone who needs it.

159. (A) Functional Theory
The functional theory of labour welfare posits that providing facilities to improve worker health and morale is a sound and rational business investment. A healthy and committed workforce is more efficient and productive, which directly contributes to the success and profitability of the organization. In this view, welfare is not seen as charity or a legal burden, but as a strategic tool for achieving better operational results. This approach recognizes the direct link between human well-being and industrial efficiency, making it a key part of modern human resource management.

160. (A) Both A and R are true and R is the correct explanation of A.
Research and experience in industrial safety have shown that unsafe acts are a more frequent cause of accidents than unsafe conditions. While physical hazards in the environment are critical, human behavior—including taking shortcuts, complacency, and a lack of proper training—contributes significantly to the majority of workplace injuries. This underscores the importance of not just having a safe workspace, but also fostering a strong safety culture and providing comprehensive training and supervision to ensure that employees always follow established safety procedures and make safe choices.

161. (B) Social Assistance
A free medical camp provided by the government to all residents is a classic example of social assistance. These programs are non-contributory, meaning the recipients do not pay for the services. Instead, they are funded by the state through general revenues. Social assistance is designed to provide essential services to the entire community, especially those in need, without requiring prior participation in an insurance scheme. It reflects the government's responsibility to ensure a basic level of health and well-being for its citizens as a matter of social policy.

162. (A) Industrial hygiene : Recognition, evaluation, and control of hazards
Industrial hygiene is correctly defined as the science and art devoted to the recognition, evaluation, and control of environmental stressors in the workplace that can lead to sickness or impaired health. Other concepts mentioned are incorrectly paired: intra-mural welfare refers to services inside the factory, while extra-mural welfare includes services like housing outside the factory. Social assistance is a non-contributory program, whereas a contributory pension scheme is a form of social insurance. Understanding these definitions is essential for correctly analyzing the different types of worker protection.

163. (A) Immediate physical injury.
The primary focus of industrial safety is to identify and eliminate hazards that can cause sudden, immediate physical injury to workers. Safety programs use engineering controls, training, and supervision to prevent accidents like slips, falls, and equipment failures. While long-term health is also important, it is the primary focus of industrial health and hygiene. Industrial safety strives to ensure that the work environment is physically secure so that employees can perform their tasks without the immediate threat of being harmed or injured by workplace hazards.

164. (B) Textile industry (cotton processing)
Byssinosis, commonly known as "brown lung disease," is an occupational respiratory condition specifically associated with workers in the textile industry who are exposed to cotton, flax, or hemp dust. The inhalation of these fine fibres during processing causes chronic inflammation and respiratory issues. This disease highlights the critical importance of effective dust suppression

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address the hazard at the source and do not rely on individual worker behavior.

151. (B) Principle of Social Responsibility
The principle of social responsibility in labour welfare is based on the idea that industry has a moral and social obligation toward its employees and the wider community. It posits that an organization is not just an economic entity but also a social one that must contribute to the well-being of those it employs and the society in which it operates. This principle encourages employers to provide welfare facilities and services that go beyond profit-making, reflecting a commitment to social justice and the overall upliftment of the industrial workforce.

152. (C) Excessive noise
Physical hazards in the workplace are environmental stressors that can cause harm to the human body without necessarily involving chemical or biological agents. Excessive noise is a classic example of a physical hazard, as it can lead to long-term hearing loss and other health issues. Other types of physical hazards include radiation, extreme temperatures, and vibration. In contrast, benzene vapor is a chemical hazard, bacteria are biological hazards, and repetitive tasks are ergonomic hazards. Identifying the specific nature of a hazard is essential for choosing the right control measures.

153. (A) Both Statement I and Statement II are true.
Social assistance and social assurance are two complementary pillars of a social security system. Social assistance provides a vital safety net for the most vulnerable members of society, with benefits granted based on need. Social assurance, or insurance, is based on the principle of individual equity, where benefits are provided as an earned right to those who have contributed to the fund. Together, these two approaches ensure that a society can provide comprehensive protection to all its members, addressing both the needs of the destitute and the security of workers.

154. (A) Total efforts made to make life worth living for workmen.
Total welfare refers to a comprehensive approach that encompasses all efforts made to improve the overall quality of life for workers, both within and outside the factory. It includes a wide range of intra-mural and extra-mural activities, statutory requirements, and voluntary measures taken by employers, trade unions, and the government. The goal of total welfare is to ensure that workers have a healthy, safe, and socially fulfilling existence. By addressing all aspects of well-being, this holistic approach creates a more satisfied, committed, and stable industrial workforce.

155. (A) P-4, Q-3, R-2, S-1
Clear definitions are essential for managing workplace safety and health. An industrial accident is a sudden, unplanned event causing injury. An occupational disease is a chronic illness caused by long-term workplace exposure. An unsafe act is a human behavioral error, such as violating a safety rule. An unsafe condition is a physical or environmental hazard in the workspace. Understanding these four distinct concepts allows safety professionals to correctly identify the causes of injuries and illnesses and implement the most effective preventive measures, whether they involve engineering changes or better employee training.

156. (A) Statutory welfare
Statutory welfare refers to facilities and services that an employer is legally required to provide under government legislation, such as the Indian Factories Act, 1948. Measures like providing crèches, canteens, and first-aid facilities are mandatory for certain types of industrial establishments. These laws ensure that a basic minimum level of health, safety, and comfort is guaranteed for all workers. Because these measures are legally enforceable, they provide a consistent and reliable level of protection for the workforce, regardless of the individual policies or voluntary choices of the employer.

157. (C) An airborne virus
A biological hazard, also known as a biohazard, refers to a biological substance that poses a threat to the health of living organisms, particularly humans. An airborne virus is a classic example of a biological hazard in the workplace, especially in healthcare and laboratory settings. Other types of industrial hazards include physical hazards like noise, chemical hazards like asbestos dust, and environmental hazards like poor lighting. Identifying the specific biological agents present in a work environment is essential for

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toward the most destitute members of society. This test ensures that social assistance serves as a targeted safety net for those who truly lack the resources to support themselves.

172. (D) Biological Hazard : Poor Lighting
Industrial hygiene hazards are categorized by their nature to ensure correct management. Physical hazards include radiation, chemical hazards involve toxic substances like toluene, and ergonomic hazards are related to repetitive motion and poor design. However, poor lighting is a physical hazard, as it is an environmental stressor. Biological hazards refer to living organisms such as bacteria or viruses that can cause illness. Correctly identifying the type of hazard is essential for implementing the most effective controls to protect worker health and ensure a safe and productive work environment.

173. (A) To prevent occupational diseases and maintain the well-being of workers.
The primary purpose of industrial health and hygiene is to recognize, evaluate, and control environmental stressors in the workplace to prevent occupational diseases and maintain the physical, mental, and social well-being of all employees. By ensuring a healthy environment, organizations fulfill their moral and legal responsibilities while also benefiting from a more engaged and efficient workforce. A healthy worker is a more productive and reliable one, making health and hygiene programs a vital part of long-term business success and the overall upliftment of the industrial community.

174. (C) Voluntary resignation for a better job
Social security is designed to protect individuals against "contingencies" that cause an involuntary loss of income or increased financial burden. These include old age, sickness, and invalidity. Voluntary resignation to take a better job is an intentional career move and not a contingency that social security is meant to cover. The purpose of social protection is to provide a safety net during times of hardship and adversity, ensuring that people have basic income and medical security when they are unable to work through no choice of their own.

175. (A) 3, 2, 1, 4
The perception of workers has evolved through several stages in management theory. It began with the policing theory, where workers were seen as victims of exploitation needing state protection. Then came the paternalistic view of the worker as a child to be cared for. The functional theory moved toward seeing workers as assets to be made efficient. Finally, modern views perceive workers as partners in the enterprise. This progression reflects a move from seeing labour as a commodity or a liability toward recognizing the human and strategic value of a committed workforce.

176. (A) It is a contributory system.
A key characteristic of social assurance, or social insurance, is its contributory nature. In these schemes, both employees and employers make regular payments into a common fund, which is used to provide benefits when specific contingencies occur. Unlike social assistance, which is funded by general taxation and based on financial need, social assurance provides benefits as an earned right to those who have participated. This contributory approach creates a sustainable and reliable safety net that is inclusive of the working population, providing security based on collective participation.

177. (A) Substitution
Substitution is a highly effective method of hazard control that involves replacing a hazardous material or process with one that is less dangerous. By removing the toxic chemical and using a safer alternative, the risk to the workers is significantly reduced at the source. This engineering solution is preferred in the hierarchy of controls because it eliminates the hazard permanently and does not rely on individual worker behavior or protective equipment. Substitution is a proactive and reliable strategy for creating a fundamentally healthier and safer work environment for everyone involved.

178. (A) Industrial safety
A training program on the correct use of fire extinguishers is a measure that directly enhances industrial safety. It focuses on building the skills and knowledge of employees to respond effectively to an emergency and prevent physical injury and property damage. Safety programs like this are proactive and aim to reduce the

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137. (A) Oily and slippery floor near a machine.
An unsafe condition refers to a physical or environmental hazard in the workplace that could lead to an accident. A slippery floor is a classic example of such a condition, as it is a defect in the physical environment. In contrast, actions like not wearing a helmet, using tools incorrectly, or throwing tools are unsafe acts, which are behavioral failures or human errors. Identifying unsafe conditions is a key part of safety management, as these hazards can often be eliminated through better maintenance, housekeeping, and engineering solutions.

138. (A) Paternalistic Theory
The paternalistic theory of labour welfare assumes a relationship between the employer and the employee that is similar to a parent and a child. The employer acts as a protective guardian, taking on the responsibility of providing for the workers' well-being because they are seen as unable to fully care for themselves. This theory leads to the voluntary provision of many facilities, such as housing and education. While well-intentioned, it is often criticized for creating a sense of dependency and not recognizing workers as equal partners in the enterprise.

139. (A) Both Statement I and Statement II are true.
Accidents and occupational diseases have very different characteristics in how they occur and manifest. An industrial accident is a sudden, discrete event that causes immediate physical harm or damage. In contrast, an occupational disease typically has a long latency period, meaning it develops slowly over months or years of repeated exposure to harmful workplace factors. Understanding these differences is essential for safety and health professionals to develop the right strategies—one focusing on preventing sudden events and the other on controlling long-term environmental exposures.

140. (B) a, b and c only
Labour welfare is guided by core principles that ensure its effectiveness and ethical foundation. The principle of adequacy ensures benefits are substantial. Social responsibility highlights the moral duty of industry. Co-ordination ensures that welfare efforts are integrated with other management goals. However, "profitability first" is a purely commercial objective that can sometimes conflict with the goals of labour welfare. While a successful business is necessary, the principles of welfare focus on the human and social aspects of worker well-being, prioritizing their health and satisfaction over immediate financial gain.

141. (B) Social Insurance
Social insurance is a type of social security where entitlement to benefits is based on prior participation and contributions. Unemployment benefits are a classic example, as they are usually provided to workers who have been employed for a certain period and have contributed to a social insurance fund. Because it is a contributory system where benefits are an earned right, it provides a reliable and sustainable safety net for the workforce. This distinguishes it from social assistance, which is funded by the state and based on financial need.

142. (B) The measurement of the extent of worker exposure to hazards.
Evaluation is the critical step in industrial hygiene where identified hazards are quantified and analyzed. This involves using scientific methods and instruments to measure the concentration of airborne toxins, the intensity of noise, or the level of radiation in the workplace. By comparing these measurements to established occupational exposure limits, industrial hygienists can determine the severity of the risk to workers' health. This quantitative data is essential for deciding what types of controls are needed to ensure a safe and healthy environment for everyone in the industrial facility.

143. (B) Extra-mural welfare
Extra-mural welfare consists of services and facilities provided by an employer outside the immediate workplace to enhance the overall quality of life for workers and their families. Providing housing, libraries, and reading rooms are primary examples of extra-mural activities. These facilities focus on the social, domestic, and intellectual well-being of the employees beyond their shifts. By offering such amenities, organizations demonstrate a commitment to the broader welfare of their workforce, which helps in building a more satisfied, committed, and stable industrial community.

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Industrial health and hygiene programs are not just a legal or moral duty but also a rational business strategy. By preventing occupational illnesses and maintaining a safe environment, organizations can significantly reduce absenteeism and employee turnover. A healthy and engaged workforce is more present, more focused, and ultimately more efficient. This reduction in lost workdays and the improvement in worker morale lead to increased productivity and a more sustainable organization. This direct link between well-being and output makes health and hygiene a key part of long-term industrial success.

186. (B) The state must act like a police force to ensure employers provide minimum welfare standards.
The policing theory of labour welfare is based on the assumption that employers might exploit their workers if left to their own devices. Therefore, the state must step in as a "police force" to enact and enforce laws that mandate minimum welfare and safety standards. According to this theory, the primary motivation for providing welfare facilities is legal compulsion. By acting as a regulator, the state ensures that a basic level of protection and care is guaranteed for all employees, acting as a check on management's power and ensuring social justice.

187. (A) There is a causal link between the disease and the person's occupation.
The defining feature of an occupational disease is the direct causal relationship between the illness and the specific conditions or hazards of a person's work. Unlike common diseases that affect the general population, an occupational disease is uniquely linked to factors like the materials handled, the environment, or the tasks performed by the worker. Recognizing this link is essential for industrial health professionals to implement the right preventive measures and for workers to receive the appropriate care and protection. These diseases are a chronic result of professional exposure over time.

188. (A) Setting production targets for the next quarter.
Labour welfare activities are focused on improving the overall well-being and quality of life for workers, including their health, safety, and social development. Examples include housing, recreation, and education for their families. Setting production targets, however, is a purely managerial and economic function focused on the organization's output and performance. While a healthy workforce is needed to reach those targets, the act of setting them is not a welfare activity, as it does not directly aim to improve the human and social conditions of the employees themselves.

189. (B) Both Statement I and Statement II are false.
Social assistance and social assurance have distinct funding and eligibility models. Social assistance is non-contributory and provided to those in need, determined by a means test of their financial situation. Social assurance, or insurance, is a contributory system where workers and employers pay into a fund, and benefits are provided as a matter of earned right to those who have participated. Both statements in the question incorrectly swap these definitions, as assistance is based on need and assurance is based on contributions, reflecting different approaches to providing social protection.

190. (D) a, b, c, and d
The scope of industrial safety is comprehensive and proactive, aiming to prevent accidents through multiple interconnected strategies. It involves training and drills to build employee awareness, regular maintenance and inspection of machinery to eliminate physical hazards, and thorough investigation of incidents to prevent their recurrence. Furthermore, systems like the "permit-to-work" for hazardous tasks ensure that risks are managed at every stage. By addressing both environmental and behavioral factors, these measures create a holistic safety culture that protects the physical well-being of the entire workforce and ensures uninterrupted operations.

191. (A) Risk pooling
Risk pooling is the foundational principle of social insurance, or social assurance. In these schemes, a large number of individuals and their employers make regular contributions into a common fund. This fund is then used to provide financial and medical support to those members who experience specified contingencies like sickness, disability, or old age. By spreading the financial burden across a broad group, social insurance ensures that the risks of life's uncertainties are shared collectively, providing a

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reliable and sustainable safety net that is available as an earned right to all its participants.

192. (A) A company-sponsored housing colony located away from the factory.
Extra-mural welfare consists of services and facilities provided by an employer outside the immediate work environment to improve the broader life of workers and their families. A housing colony is a primary example of this, as it supports the employees' domestic well-being away from their shifts. In contrast, intra-mural activities like canteens, first-aid stations, and well-ventilated work sheds are located within the factory to serve the immediate needs of workers during their work hours. By offering extra-mural facilities, organizations demonstrate a commitment to the long-term social and personal welfare of their workforce.

193. (B) Occupational disease caused by a physical hazard
Noise-induced hearing loss (NIHL) is a common occupational disease resulting from long-term exposure to excessive noise in the workplace. In this case, noise is a physical hazard—an environmental stressor that causes harm to the body over time. Unlike a sudden accident, NIHL develops gradually and is directly linked to the conditions of a person's work. Preventing this condition requires effective engineering controls to reduce noise at the source, administrative controls like limiting exposure time, and the consistent use of personal protective equipment like earplugs or ear muffs in noisy environments.

194. (A) A societal protection measure against economic and social distress caused by certain contingencies.
Social security is a comprehensive system designed to protect all members of society from the financial and social hardships caused by life's uncertainties. It provides a safety net against contingencies such as sickness, maternity, disability, unemployment, and old age, which can interrupt or end a person's ability to earn a living. By offering financial support and medical care, social security ensures that individuals maintain a basic standard of living and dignity during difficult times. This collective protection is fundamental for social stability and the overall well-being of any inclusive and caring society.

195. (C) a, b, c, and d
Labour welfare is a multi-dimensional concept that addresses the various needs of workers. It has economic aspects relating to wages, physical aspects concerning health and safety, social aspects focusing on family and community life, and psychological aspects regarding morale and job satisfaction. Together, these dimensions aim to improve the total quality of work life. While political rights like voting are important for a citizen, they are generally not considered part of the specific scope of industrial labour welfare, which remains focused on the human and social development within the context of the workplace.

196. (A) A universal social assistance program.
A universal social assistance program provides benefits to all members of a specific group, such as all elderly citizens, regardless of their income, assets, or past contributions. These programs are non-contributory and are funded by the state through general revenues. By being universal, they ensure that everyone has access to a basic level of support as a matter of social right, without the need for a means test or prior participation in an insurance scheme. This approach provides a broad and simple safety net that guarantees income security for the entire elderly population.

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197. (A) Benefits should be adequate to provide a minimum standard of living.
The principle of social adequacy in social security is based on the idea that the benefits provided must be sufficient to ensure a basic and decent standard of living for the recipients. This principle focuses on the needs of the individual rather than just their contributions. In social security systems, benefits are designed to provide a reliable floor of protection, ensuring that even those with lower earnings or fewer contributions are not left destitute during times of sickness, unemployment, or old age. Social adequacy is essential for achieving the primary goal of social protection for all.

198. (A) Providing canteens where more than 250 workers are employed.
Statutory welfare refers to measures that are mandated by law, such as the Indian Factories Act, 1948. This act requires certain facilities, like a canteen, to be provided in establishments that employ more than a specified number of workers.

These legal requirements ensure that a minimum level of health and comfort is guaranteed for the workforce. In contrast, transport and housing are often non-statutory or voluntary activities provided at the employer's discretion, and giving company shares is a financial incentive rather than a standard welfare amenity required by general safety and health legislation.

199. (A) Both Statement I and Statement II are true.
Different theories explain the diverse motives behind labour welfare. The functional theory views expenditure on amenities as a rational investment that improves worker health and efficiency, directly benefiting the business. The placating theory, however, sees welfare as a strategic tool to appease workers and weaken the influence of trade unions, aiming to maintain industrial peace through pacification. Both perspectives recognize the power of welfare to shape the relationship between labour and management, but they emphasize different goals—one focusing on organizational productivity and the other on strategic control and the prevention of industrial conflict.

200. (D) Both (A) and (B) are correct.
The distinction between industrial health and hygiene reflects their different roles in worker protection. Industrial health is the broad goal of maintaining the total well-being of the employee's body and mind. Industrial hygiene is the scientific and environmental means used to achieve that goal by recognizing and controlling the hazards that can lead to sickness. In this relationship, hygiene focuses on the workplace environment, while health focuses on the human result. Both are essential and complementary, working together to ensure that the industrial population remains healthy, safe, and productive over the long term.

201. (A) Social Assurance
Social assurance, also known as social insurance, is a system where benefits are funded through a common pool of contributions from workers, employers, and sometimes the state. This contributory model ensures that participants have an earned right to receive protection against life's risks, such as sickness or retirement. Unlike social assistance, which is funded by general taxation and based on financial need, social assurance provides security based on collective participation and risk-sharing. This systematic approach creates a sustainable and reliable safety net for the working population and their families.

202. (A) A poorly designed office chair causing back pain
An ergonomic hazard refers to a mismatch between the physical design of the workplace and the physical capabilities of the worker. A poorly designed office chair is a classic example, as it forces the body into an unnatural posture, leading to strain and back pain over time. Ergonomics focuses on "fitting the job to the person" to improve comfort and efficiency while preventing musculoskeletal disorders. Other hazards like noise are physical, fumes are chemical, and wet floors are environmental safety issues. Correcting ergonomic hazards through better design is essential for long-term health.

203. (A) Total efforts made to make life worth living for workmen.
Labour welfare is a comprehensive and multi-dimensional concept that encompasses all efforts made by employers, trade unions, and the state to improve the physical, mental, and social well-being of the working population. It aims to make life worth living for workers by providing amenities, ensuring safe conditions, and supporting their personal development. This broad definition reflects a holistic concern for the human aspect of industry, going beyond just wages to create a healthy, satisfied, and dignified workforce. Labour welfare is the foundation of a stable and socially responsible industrial environment.

204. (C) Diabetes Mellitus in an office worker.
An occupational disease is a chronic health condition that results directly from exposure to specific hazards or stressors in the work environment. Examples include asbestosis from asbestos fibers, lead poisoning in industrial workers, and byssinosis in textile mill employees. These are uniquely linked to the nature of their tasks. Diabetes Mellitus, however, is a lifestyle or chronic disease that exists in the general population and is not caused by the specific environmental factors of an office job. While work can affect health, occupational diseases have

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recreational facilities primarily to create a positive image and reputation for the company. By being seen as a "good employer," the organization aims to win the trust and goodwill of the public, the media, and government authorities. In this view, welfare activities are a strategic tool for managing external perceptions and establishing the company as a socially responsible and caring entity. This helps in building a strong brand and attracting customers and talent.

219. (A) Both Statement I and Statement II are true.
Industrial safety and industrial hygiene are two critical and complementary areas of worker protection. Industrial safety is focused on the identification and elimination of hazards that lead to sudden physical injuries and workplace accidents. Industrial hygiene, on the other hand, is the scientific discipline dedicated to managing environmental stressors, such as chemicals or noise, to prevent long-term occupational diseases. While their specific targets and methods differ, both strive for the same ultimate goal: to create a safe and healthy workplace where all employees can work without fear of harm.

220. (A) a, b, and d
Social security is designed to provide comprehensive protection against common life contingencies that threaten an individual's financial and physical well-being. Its scope includes income security during sickness or unemployment, the provision of medical care, and family benefits like maternity support. These measures create a broad safety net that ensures a basic standard of living for all citizens. However, activities such as providing venture capital or ensuring the profitability of private businesses are commercial and economic functions and do not fall under the scope of social protection and worker welfare.

221. (B) To provide a basic minimum level of support to the most needy individuals in a society.
The main objective of social assistance is to provide a vital safety net for the most vulnerable and destitute members of society. These programs are non-contributory and are funded by the state through general revenues. Unlike social insurance, where benefits are a right based on contributions, social assistance is granted after a "means test" to individuals who lack the resources to support themselves. This system ensures that everyone has access to a basic level of dignity and survival support, reflecting the government's responsibility to protect those in need.

222. (D) Accident : A planned event leading to injury
In the context of safety management, terms have specific definitions. A hazard is a source of potential harm, risk is the likelihood of that harm occurring, and safety is the state of being free from unacceptable risk. However, an accident is correctly defined as an unplanned, sudden, and unintended event that results in injury or damage. Labeling it as a "planned" event is entirely incorrect, as the defining characteristic of an industrial accident is that it is unexpected and unwanted, making its prevention a primary focus of safety programs.

223. (A) Efficiency Theory
The functional theory of labour welfare is also frequently referred to as the efficiency theory. This reflects its core idea that expenditure on worker amenities and services is a rational investment that improves the health, morale, and efficiency of the workforce. By providing better conditions and support, employers aim to increase productivity and reduce turnover and absenteeism. In this perspective, labour welfare is a strategic tool for enhancing the overall performance of the organization, recognizing that the well-being of the employee is directly linked to the success of the business.

224. (A) Byssinosis
Byssinosis, often called "brown lung disease," is an occupational lung disease caused by the chronic inhalation of cotton, flax, or hemp dust. It is primarily found among workers in the textile industry who are exposed to high levels of dust during the processing of these fibers. This condition leads to chronic respiratory issues and shortness of breath. Preventing byssinosis requires effective dust suppression systems and proper ventilation in manufacturing facilities to ensure that workers are protected from harmful environmental stressors, highlighting the essential role of industrial health and hygiene programs.

225. (A) 4, 2, 1, 3

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alongside other facilities like canteens and first-aid kits. Extra-mural welfare, in contrast, includes housing, transport, and education for children, which are services provided outside the workplace to enhance the broader well-being of employees and their families during their personal time.

212. (D) Metaphysical
Industrial hazards are recognized environmental stressors categorized by their scientific nature. Physical hazards include noise and radiation, chemical hazards involve toxic vapors and dust, and biological hazards refer to harmful living organisms. These are all measurable factors that can affect worker health. "Metaphysical" hazards, however, relate to abstract and non-physical concepts that are not part of the scope of industrial hygiene or safety. Industrial health programs focus on managing tangible risks in the workplace that can lead to physical injury or chronic occupational illness through scientific anticipation and control.

213. (C) Social Assurance
A pension scheme that provides benefits as an "earned right" based on years of service and contributions is a classic form of social assurance, also known as social insurance. In these systems, both employees and employers make regular payments into a fund over time. These contributions are pooled to provide financial security for workers when they retire or face other contingencies. This contributory model ensures a sustainable and reliable safety net, where benefits are a right of the participants rather than a form of charity or a grant based on financial need.

214. (A) Principle of Co-ordination
The principle of co-ordination in labour welfare emphasizes that all welfare activities should be integrated and work in harmony with other organizational functions. Welfare programs should not be isolated initiatives, but rather a core part of the overall management strategy to improve worker morale and efficiency. By co-ordinating welfare with human resources, safety, and production goals, an organization ensures that its efforts are consistent and effective. This integrated approach maximizes the benefits of welfare for both the individual employees and the long-term success of the entire industrial enterprise.

215. (B) a, c, and e
Personal Protective Equipment (PPE) refers to specialized items worn by an individual for protection against workplace hazards, such as safety helmets, goggles, and earplugs. These items are designed to protect the person from direct injury or long-term health issues. In contrast, machine guards and fire extinguishers are engineering controls and safety equipment that are installed in the environment to prevent or respond to hazards at the source. Understanding this distinction is essential for correctly choosing and using the different types of safety measures available in an industrial setting.

216. (A) The modern concept of industrial health.
The modern concept of industrial health has evolved from a focus on merely avoiding negative outcomes like accidents and disease to the positive promotion of total well-being. This holistic approach recognizes that a truly healthy worker is one who is physically, mentally, and socially fulfilled. Industrial health programs today aim to create a supportive environment that enhances worker morale and life satisfaction. By fostering these positive states, organizations fulfill their humanitarian responsibilities and benefit from a more engaged and committed workforce, contributing to the overall success of the industrial community.

217. (B) Contingencies
In the context of social security, events such as unemployment, sickness, and old age are referred to as "contingencies." These are uncertain life events that can lead to financial hardship by interrupting or ending a person's ability to earn a living. Social security systems are designed specifically to protect individuals and families from the adverse effects of these contingencies. By providing cash benefits and medical services when these events occur, society ensures that everyone has access to a basic level of protection and security, regardless of the challenges they face.

218. (A) Public Relations Theory
The public relations theory of labour welfare suggests that employers provide benefits and

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a direct and proven causal link to professional exposure.

205. (B) P-2, Q-3, R-1, S-4
Different agencies play vital roles in worker welfare. The state enacts laws to mandate facilities like crèches. Employers voluntarily provide additional amenities like gyms to improve morale. Trade unions run mutual programs, such as credit societies, for their members. Philanthropic agencies donate funds for community services like hospitals. Together, these stakeholders create a comprehensive support system that addresses the varied needs of the workforce. Understanding these different roles helps in analyzing how societies and organizations work together to improve the overall quality of life for workers and their families.

206. (A) The source of funds and the condition of a means test.
Social assistance and social assurance are distinguished by how they are funded and who is eligible for benefits. Social assistance is a non-contributory program financed by the state through general taxation, with eligibility based on a "means test" of financial need. Social assurance, or insurance, is a contributory system where benefits are funded by the participants themselves and provided as an earned right. These two approaches provide complementary forms of protection, ensuring that both the most vulnerable and the working population have a reliable safety net during times of adversity.

207. (B) Attempting to lift a weight that is too heavy, against instructions.
An unsafe act is a human failure or behavioral error that deviates from established safety procedures or instructions. Attempting to lift an excessive weight against rules is a clear example, as it is a behavioral choice by the worker. Other factors like broken guards, dark passageways, or defective tools are unsafe conditions, meaning they are physical hazards in the work environment. Distinguishing between these two types of causes is essential for safety professionals, as behavioral issues are addressed through better training and supervision, while physical hazards are corrected through engineering and maintenance.

208. (A) The Trusteeship Theory
The paternalistic theory of labour welfare is also known as the trusteeship theory. It is based on the idea that the employer acts as a protective guardian or "father figure" who holds the industrial wealth in trust for the benefit of the workers and the community. This perspective emphasizes the employer's moral duty to voluntarily provide for the well-being and needs of their employees. While it results in many valuable amenities, it is often seen as a top-down approach that can sometimes create a sense of dependency among the workforce.

209. (C) Statement I is true, but Statement II is false.
Industrial hygiene is a scientific discipline that follows a systematic four-step process: anticipation, recognition, evaluation, and control. Its primary goal is to recognize and manage environmental stressors in the workplace to prevent occupational diseases and ensure the long-term health of all employees. While maintaining a clean environment is part of the process, the ultimate objective is not merely to discipline untidy workers, but to scientifically manage hazards like chemical vapors, noise, and radiation. Industrial hygiene is a proactive health protection measure, focusing on environmental safety and worker wellness.

210. (A) Both A and R are true and R is the correct explanation of A.
Social security is an essential and comprehensive system designed to protect all citizens from various life uncertainties. It achieves this by combining two key principles: social assistance for those who are most in need and social assurance for those who contribute to the system. Together, these two pillars create a broad and inclusive safety net that ensures everyone has access to a basic standard of living and medical care during times of sickness, unemployment, or old age. This integrated approach is fundamental for building a stable, just, and resilient society.

211. (A) Restrooms inside the factory
Labour welfare is classified into intra-mural and extra-mural based on where the facilities are located. Intra-mural welfare includes all amenities and services provided by the employer within the factory premises to improve the immediate working conditions. Restrooms inside the factory are a classic example of this,

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Managing an industrial accident involves a logical sequence of steps. It begins when the accident occurs, which should be followed immediately by providing first-aid and medical treatment to the injured person. Once the emergency is managed, a thorough accident investigation is conducted to identify the underlying causes and factors involved. Finally, the organization implements corrective actions to prevent such an incident from happening again. This systematic approach ensures that immediate care is given and that long-term safety is improved through learning and preventative measures.

226. (B) A person's eligibility for benefits depends on their income and assets being below a certain level.
In the context of social assistance, "means-tested" refers to a systematic evaluation of an individual's financial situation. It involves an assessment of their income and assets to determine if they meet the criteria for being in need. Eligibility for benefits is conditional, and support is only provided to those whose resources fall below a specified level. This ensures that the limited public funds of the state are directed toward the most vulnerable members of society who truly lack the means to support themselves, providing them with essential protection.

227. (C) Installing a local exhaust ventilation system to capture fumes.
An engineering control is a physical change to the work environment or equipment designed to remove or isolate a hazard from the worker. Installing a local exhaust ventilation system is a classic example, as it captures harmful fumes at the source before they can be inhaled. These controls are highly effective because they do not rely on individual human behavior, like using PPE or following a rotation schedule. In the hierarchy of safety controls, engineering solutions are preferred as they create a fundamentally safer and healthier environment for the entire workforce.

228. (C) Extra-mural welfare
Extra-mural welfare refers to services and facilities provided by an employer that are located outside the immediate workplace and support the broader life of employees and their families. Providing educational facilities for workers' children is a primary example of this, as it focuses on the long-term well-being and development of the employee's household. These facilities enhance the social and intellectual life of the industrial community, reflecting the employer's commitment to the personal welfare of their workers beyond their shifts. This extra-mural support fosters strong loyalty and a positive organization-wide relationship.

229. (A) Both Statement I and Statement II are true.
Social security systems are built on two main pillars: social assurance and social assistance. Social assurance, or insurance, is a contributory program where workers and employers pay into a common fund, and benefits are provided as a matter of earned right. Conversely, social assistance is a non-contributory program funded by general taxation, where benefits are provided by the state to individuals based on their demonstrated financial need. Together, these two different models ensure that a society can provide comprehensive and inclusive protection to both the working population and the destitute.

230. (B) P-3, Q-4, R-1, S-2
Labour welfare is classified based on its source and location to better understand worker protection. Intra-mural welfare refers to services provided within the factory, such as canteens and restrooms. Extra-mural welfare includes services provided outside the workplace, like housing and transport. From a legal perspective, statutory welfare consists of measures mandated by government legislation, while non-statutory welfare includes activities undertaken voluntarily by the employer. This framework allows for a clear analysis of how different stakeholders and laws contribute to the overall well-being of the industrial workforce.

231. (B) Social Security
Social security is the comprehensive term that encompasses both social assistance and social assurance as its two main pillars. It refers to the broad protection provided by society for its members against various life contingencies, such as sickness, unemployment, and old age. Social assistance provides a non-contributory safety net based on need, while social assurance provides a contributory safety net based on earned right. Together, they create an inclusive system that ensures a basic standard of living and medical

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245. (C) a, b, c, and d
The scope of labour welfare is broad and multi-dimensional, covering all aspects of an employee's work and personal life. It includes immediate working conditions, as well as facilities provided outside the factory like housing, transport, medical care, and recreation. These measures aim to improve the total quality of life for workers and their families. However, managerial and financial functions such as deciding the company's stock price are part of corporate governance and economic strategy and do not fall under the scope of labour welfare, which remains focused on the human and social well-being of the workforce.

246. (A) A contributory scheme where benefits are an earned right.
Social assurance, commonly known as social insurance, is characterized by its contributory nature. In these schemes, both employees and employers make regular payments into a common fund, which is used to provide protection when specific contingencies like sickness, disability, or retirement occur. Because of these contributions, the participants have a legal and earned right to receive support. This model creates a sustainable and reliable safety net that is available to the working population regardless of their income at the time of the claim, distinguishing it from state-funded assistance based solely on financial need.

247. (B) Systematically evaluate the performance of an organization's health and safety management system.
A safety audit is a proactive and systematic process used to evaluate how well an organization's health and safety management system is performing. It involves reviewing policies, inspecting the workplace, and checking compliance with legal and internal safety standards. The goal is to identify strengths and weaknesses in the safety culture and to find opportunities for continuous improvement. By assessing the entire system, safety audits help organizations prevent accidents before they occur, ensuring that risks are managed effectively and that all employees work in a truly safe and supportive industrial environment.

248. (A) Functional Theory
The functional theory of labour welfare views worker well-being as a strategic tool for enhancing industrial efficiency. According to this theory, expenditure on welfare facilities is not a burden but a rational investment in human resources. By improving the physical and mental health of the workforce, employers aim to increase productivity, reduce absenteeism, and lower the rate of employee turnover. This approach recognizes that the human element is the most important factor in production and that its maintenance and development are essential for the long-term success and growth of the industrial organization.

249. (A) Both Statement I and Statement II are true.
Social security is built on two distinct but complementary pillars. Social assistance is based on the principle of social solidarity, where the state provides a non-contributory safety net for those in need, reflecting a collective responsibility to prevent poverty. Social assurance, or insurance, is based on the principle of individual equity, where benefits are provided as an earned right in relation to the contributions made by the participant. Together, these two different models allow a society to provide a comprehensive and inclusive range of social protection, addressing both individual security and the needs of the destitute.

250. (C) Improve overall quality of work life.
The ultimate and most important goal of labour welfare, industrial health, and safety programs is the improvement of the overall quality of work life for all employees. These programs address physical safety, long-term health, and the social and personal well-being of the workforce. By creating a safe, healthy, and supportive environment, organizations fulfill their ethical and legal duties while also fostering a more committed and productive workforce. A better quality of work life leads to higher job satisfaction and morale, which are the foundations of a stable and successful industrial community.

251. (B) To improve the quality of work life and overall well-being of employees.
Labour welfare focuses on improving workers' overall quality of life and health beyond just pay. It includes varied services like healthcare and housing to create a better environment. This

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"police force," to ensure that companies provide minimum standards of care and safety to protect workers from potential exploitation. The primary motivation for welfare under this theory is to avoid penalties and legal action rather than a sense of charity or efficiency. This perspective emphasizes the importance of strong labour legislation in guaranteeing basic worker rights.

239. (D) I is false, but Statement II is true.
Not all illnesses that a worker experiences are occupational diseases. A true occupational disease must have a clear and proven causal link to the nature of the work or the conditions of the work environment. Common illnesses like the flu or chronic conditions like heart disease exist in the general population. In contrast, occupational diseases such as silicosis or noise-induced hearing loss result directly from exposure to specific industrial hazards like dust or noise. Recognizing this distinction is essential for industrial health professionals to implement the correct preventive measures and identify work-related risks.

240. (B) a, b and c only
Social security is governed by several foundational principles that ensure its effectiveness and ethical purpose. These include universality—the aim to protect all citizens—and social solidarity, which is the collective responsibility and sharing of risks. The principle of adequacy ensures that benefits are substantial enough to provide a basic standard of living. However, "individual profit" is a commercial goal that is contrary to the objectives of social protection. The primary aim of social security is the welfare of all individuals during times of need, reflecting a commitment to social justice and the common good.

241. (B) Social Security
A workmen's compensation scheme is a fundamental form of social security designed to protect employees from the financial and physical distress caused by work-related injuries and illnesses. It provides a safety net by offering cash benefits for lost wages and essential medical care, ensuring that workers are not left destitute after an industrial accident. These schemes reflect the legal and social responsibility of employers to provide a secure environment and to care for their workforce. By addressing these specific contingencies, social security programs maintain social stability and provide individuals with essential income and health security.

242. (C) Control
Control is the final and most important step in the four-step process of industrial hygiene, following anticipation, recognition, and evaluation. Once environmental stressors have been identified and their severity measured, the control phase involves implementing specific engineering, administrative, or personal protective measures to eliminate or reduce the hazards to safe levels. The goal of this phase is to mitigate the risks to workers' health and prevent occupational diseases. Control is the practical application of scientific knowledge to create a safe work environment, ensuring the long-term well-being of the entire industrial workforce.

243. (B) Extra-mural welfare
Extra-mural welfare consists of services and facilities provided by an employer outside the immediate workplace to enhance the overall quality of life and recreation for employees and their families. Providing holiday homes at a subsidized rate is a primary example of extra-mural welfare, as it focuses on the personal and social life of workers during their time away from work. These facilities improve morale and job satisfaction, reflecting the employer's commitment to the broader well-being of their workforce. By offering such amenities, organizations help in building a more satisfied, committed, and well-rounded industrial community.

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244. (A) Caused by factors peculiar to a particular occupation.
The defining characteristic of an occupational disease is its direct and unique link to the specific factors or hazards present in a particular occupation or industrial process. These diseases, such as asbestosis or lead poisoning, develop over time due to repeated exposure to substances or environments that are not found in the same concentrations in everyday life. Identifying these work-related causes is essential for industrial health professionals to implement the right preventive measures and for workers to receive the appropriate protection. Recognizing this causal relationship is the foundation of modern occupational health and hygiene.

security for everyone, contributing to social stability and individual well-being.

232. (A) Had the potential to cause injury or damage, but did not.
In industrial safety, a "near miss" is an unplanned event that did not result in injury or damage but had the potential to do so. These events are critical warning signs that hazards are present in the workplace. Investigating near misses is just as important as investigating accidents, as it allows organizations to identify and correct unsafe acts or conditions before a serious injury occurs. A strong safety culture encourages the reporting of near misses as part of a proactive approach to continuous improvement and hazard prevention.

233. (C) Functional theory
The functional theory of labour welfare is based on the logic that "a little welfare work pays good dividends." It views expenditure on worker amenities and services as a rational business investment that directly improves the health, morale, and productivity of the workforce. By providing better conditions, employers aim to create a more efficient and committed staff, which leads to better organizational performance. In this view, welfare is not just charity or a legal obligation, but a strategic tool for achieving industrial success and maintaining a stable and productive workforce.

234. (C) Industrial Hygiene
Industrial hygiene is correctly defined as the science and art devoted to the anticipation, recognition, evaluation, and control of environmental factors or stressors arising in or from the workplace. These stressors include physical, chemical, and biological hazards that may cause illness, impaired health, or significant discomfort among workers. By managing the work environment scientifically, industrial hygiene aims to prevent occupational diseases before they occur. This proactive and multifaceted approach is essential for ensuring the long-term health and well-being of the entire industrial workforce in any type of professional setting.

235. (A) Both A and R are true and R is the correct explanation of A.
Effective labour welfare measures are essential for building a committed and motivated workforce. When employees perceive that the organization is genuinely concerned about their health, safety, and social well-being, their sense of belonging and loyalty increases. This positive perception improves morale and job satisfaction, which leads to greater employee engagement and productivity. By addressing the human needs of the staff, welfare programs foster a stable and harmonious relationship between management and employees, creating a productive work environment where workers feel valued and supported in their professional and personal lives.

236. (B) Contributions from the beneficiary
The fundamental difference between social assistance and social assurance, or insurance, lies in whether the beneficiary contributes to the fund. Social assurance is a contributory system where workers, and often their employers, pay regular fees into a common pool, and benefits are provided as an earned right based on these payments. Social assistance, however, is a non-contributory program funded by the state through general taxation. In this system, benefits are granted based on demonstrated financial need, rather than prior participation or contributions to an insurance scheme, ensuring a basic safety net.

237. (B) Unsafe condition
Poor housekeeping, such as cluttered aisles, blocked exits, or spills on the floor, is a classic example of an unsafe condition. These are physical or environmental hazards in the workplace that can lead to slips, trips, falls, and other accidents. Maintaining a clean and organized work environment is a fundamental part of safety management, as it eliminates many common risks. In contrast, an unsafe act refers to a human behavioral error. Correcting unsafe conditions through better maintenance and standardized work practices is essential for creating a safe and efficient workspace for all employees.

238. (A) Policing Theory
The policing theory of labour welfare assumes that employers provide welfare facilities primarily because they are compelled by law and the fear of state intervention. According to this view, the state must act as a regulator, or

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multifaceted approach aims to enhance physical and mental wellness, fostering employee commitment. Consequently, it supports industrial productivity and social development by ensuring a stable, satisfied, and efficient workforce.

252. (A) The location where the service or facility is provided.
The categorization of welfare services depends on the physical site where they are provided to employees. Activities within the workplace, such as canteens or first-aid, are termed intra-mural. Conversely, benefits provided outside the work environment, like housing or education, are classified as extra-mural. This distinction helps organizations organize and manage various support facilities based on their geographical location.

253. (C) It is a comprehensive concept influenced by legal, social, and economic factors.
Labour welfare is a broad and dynamic field shaped by various legal, social, and economic factors. It is not limited to simple amenities but adapts to changing industrial environments and legislative requirements. This comprehensive nature involves a mix of mandatory rules and voluntary actions, reflecting the overall development level of society and the specific needs of the working population.

254. (D) Enhanced labour welfare is considered a potential contributor to increased productivity.
Providing comprehensive welfare facilities creates a conducive environment that improves employee health and commitment. A workforce that feels supported and valued is generally more motivated and efficient. This positive atmosphere directly translates into higher industrial productivity and better relations. Therefore, investing in the well-being of workers is viewed as a strategic method to enhance organizational performance and national economic growth.

255. (C) A first-aid station located within the factory premises.
Intra-mural services are specifically those welfare facilities offered within the physical boundaries of the industrial establishment. A first-aid station located inside the factory serves as a clear example of such on-site support. These immediate medical provisions ensure that workers have access to essential health assistance during their work hours, emphasizing safety and health within the immediate work environment itself.

256. (B) The Religious Theory
The concept that wealthy individuals serve as trustees of resources and have a spiritual or moral obligation to care for workers is central to the Religious Theory. This perspective views welfare activities as acts of atonement or stewardship. Employers provide benefits because they believe it is their divinely ordained duty to support the less fortunate and ensure worker well-being.

257. (D) The necessity to prevent worker agitation and maintain industrial peace.
The Policing Theory suggests that welfare activities are primarily implemented to prevent labor unrest and maintain order within industry. It views these measures as necessary tools to pacify the workforce and suppress potential revolutionary tendencies. Under this perspective, the motivation is not humanitarian concern but rather the strategic preservation of industrial peace and the enforcement of state-mandated stability measures.

258. (A) The Placating Theory
The Placating Theory describes labour welfare as a tactical response to the increasing power and demands of organized labour groups. When trade unions become more militant and assertive, employers may introduce welfare benefits specifically to appease them and reduce conflict. This approach treats welfare as a strategic tool for negotiation and maintaining harmony between management and influential worker organizations.

259. (B) The Public Relations Theory
The Public Relations Theory identifies welfare measures as a strategic investment used to build a positive corporate image. Companies utilize attractive benefits, such as childcare or fitness centers, to enhance their reputation in the eyes of the public and prospective employees. This approach helps in attracting high-quality talent and retaining existing workers by showcasing the organization as a caring employer.

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260. (A) The Philanthropic Theory is driven by a secular love for humanity, while the Religious Theory is based on moral or spiritual duty.
While both theories involve voluntary care for workers, they differ in their underlying motivations. The Philanthropic Theory is rooted in a secular, humanitarian desire to alleviate suffering and help fellow humans. In contrast, the Religious Theory is based on spiritual or moral obligations, viewing welfare as a form of atonement or a divine duty prescribed for the affluent members.

261. (D) Statutory welfare
Statutory welfare encompasses all facilities and benefits that employers are legally required to provide under specific labor laws. When a company is compelled by legislation to establish services like a crèche for its workers, it is fulfilling a mandatory obligation. These provisions ensure a minimum level of welfare that is uniform and enforceable across all organizations meeting certain criteria.

262. (B) They are provided by employers without any legal compulsion.
Voluntary welfare measures are those initiatives taken by employers based on their own discretion and goodwill rather than legal requirements. These benefits often exceed the minimum standards set by law and are aimed at improving employee morale and industrial relations. Because they are not mandatory, their implementation reflects the enlightenment and social consciousness of a progressive management toward its workforce.

263. (B) Mutual welfare
Mutual welfare schemes are based on the principles of self-help and cooperation among the workforce. They involve workers pooling their own resources, often through trade unions or cooperatives, to create a collective fund for their shared benefit. This system allows employees to provide each other with support during difficult times, such as strikes or lockouts, independently of employer-led initiatives.

264. (D) To guarantee a basic standard of welfare for workers that is legally enforceable.
The primary goal of statutory welfare is to ensure that every worker has access to a standardized, basic level of facilities regardless of the employer's personal views. By making these provisions legally mandatory, the state protects employees from substandard working conditions. This enforcement ensures that essential health, safety, and comfort measures are consistently maintained across the entire industrial sector.

265. (A) Statutory welfare is legally mandatory, while voluntary welfare is discretionary.
The fundamental difference between statutory and voluntary welfare lies in the nature of the obligation. Statutory welfare is compulsory and legally enforceable by the government, meaning employers must comply or face penalties. In contrast, voluntary welfare is discretionary, provided by employers out of their own choice to benefit their employees, often going beyond what the law strictly requires of them.

266. (B) Principle of democratic contribution
The principle of democratic contribution emphasizes the active involvement of workers in the design and management of welfare activities. By creating committees with representatives from both management and the workforce, an organization ensures that the schemes are relevant and accepted. This participatory approach fosters a sense of ownership among employees and helps in making more effective decisions regarding welfare budgets.

267. (B) Principle of adequacy of provision
The principle of adequacy of provision requires that welfare facilities must be sufficient in quality and quantity to meet the actual needs of the employees. Providing a small, unhygienic facility for a large workforce fails to meet this standard. Mere token gestures do not satisfy the welfare objective; instead, provisions must be functional, healthy, and scaled appropriately for workers.

268. (A) Principle of social responsibility
The principle of social responsibility is based on the idea that industry is an integral part of the wider social system. Consequently, employers have a moral obligation to contribute to the well-being of their workers and the community, extending beyond simple legal or contractual requirements. This perspective views the corporation as a social entity with duties to promote welfare.

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269. (C) Principle of equitable distribution
The principle of equitable distribution demands that welfare benefits should be available to all employees without unfair discrimination. While specific services might vary according to individual needs, the general opportunity to access welfare should not be restricted by rank or position. Disproportionately favoring top executives while providing only the bare minimum to others contradicts this focus on fairness and equality.

270. (D) Optimizing the administration of welfare schemes to minimize resource wastage.
Under the principle of efficiency, the main focus is on the effective management and administration of welfare programs. The goal is to ensure that the maximum possible benefits reach the workers while minimizing the wastage of financial or human resources. This requires careful planning and systematic execution so that welfare funds are used productively to achieve intended social outcomes.

271. (C) Industrial hygiene is the technical science that serves the broader objectives of industrial health.
Industrial health and industrial hygiene are distinct but deeply connected fields. Industrial health is the broad goal of maintaining the total well-being of workers, including physical and mental aspects. Industrial hygiene acts as the technical and scientific foundation for this goal. It provides the specific tools and methods needed to identify and control workplace hazards, thereby protecting worker health.

272. (B) Industrial Hygiene
Industrial hygiene is a specialized science focused on the technical aspects of workplace safety. It involves identifying environmental stresses, such as high noise levels, and evaluating their impact on workers. By recommending specific engineering solutions like sound barriers, hygiene professionals proactively control hazards. This technical approach is essential for preventing sickness and discomfort caused by the physical environment of the factory.

273. (D) A comprehensive approach covering physical, mental, and social well-being.
Industrial health is a holistic concept that goes beyond simple injury prevention. It aims to promote and maintain the highest possible levels of physical, mental, and social well-being for all employees. This comprehensive approach involves protecting workers from health risks and actively enhancing their overall health capacity. It treats the worker as a whole person within the industrial environment.

274. (A) The practice of industrial hygiene.
The core methodology of industrial hygiene consists of four key stages: anticipating potential risks, recognizing existing hazards, evaluating the degree of exposure, and implementing controls. This systematic process is designed to manage environmental factors or stresses that could harm workers. By focusing on these technical steps, hygiene professionals can effectively mitigate the risks of occupational illnesses and maintain workplace safety.

275. (C) Industrial hygiene is primarily proactive and preventive, while industrial health encompasses both prevention and treatment.
Industrial hygiene is primarily a proactive and preventive discipline that uses technical means to eliminate or control workplace hazards before they cause harm. Industrial health has a broader scope, encompassing both the prevention of illnesses and the medical treatment or maintenance of overall well-being. Hygiene focuses on environmental causes, while health addresses the total welfare of the individual worker.

276. (A) An unsafe act
An unsafe act refers to a specific human failure or behavior that increases the risk of an accident. When an employee deliberately chooses to ignore safety protocols, such as removing a protective guard to increase speed, they are committing an unsafe act. These actions represent the human element of workplace hazards and are a primary cause of industrial injuries.

277. (D) It is a sudden and unforeseen occurrence.
Industrial accidents are defined by their sudden and unexpected nature. Unlike long-term health issues, an accident is an acute event that happens without intention during the course of employment. It results in immediate physical

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retirement. Because the benefit is linked to the individual's history of participation and payment, it functions as a form of insurance.

296. (D) They are complementary, with welfare focusing on work conditions and security on income protection.
Labour welfare and social security are complementary components of a complete social protection strategy. Welfare focuses on the daily environment and quality of life for workers, both on and off the job. Social security serves as the safety net that protects income when major life events occur. Together, they address different but equally important needs to ensure the worker's total well-being.

297. (A) By reducing the demand on social security through prevention of illness and accidents.
High-quality labour welfare programs can significantly benefit the social security system by reducing the overall number of claims. By improving workplace safety and promoting employee health, welfare measures help prevent the accidents and illnesses that would otherwise require social security payments. This proactive approach lowers the financial and administrative burden on the state's protective systems while keeping the workforce healthy.

298. (B) How the two systems address different aspects of a worker's needs in a complementary way.
The example of daily crèche facilities and periodic maternity benefits demonstrates how welfare and social security work together. While the crèche provides immediate, ongoing support for working parents, maternity benefits protect the mother's income during a specific critical period. This illustrates the synergy between providing a conducive work environment and offering a financial safety net for significant life events and contingencies.

299. (B) A strategy that combines the provision of good working conditions with a safety net for life contingencies.
An integrated strategy involves the simultaneous implementation of both labour welfare and social security measures. This approach ensures that employees benefit from improved working conditions and quality of life while also having reliable protection against income loss from unforeseen events. By combining these two strands, employers and the state create a holistic environment that supports productivity and long-term security.

300. (A) To achieve the total well-being of the worker.
The final objective of combining labour welfare and social security is to ensure the total well-being of the worker. This goes beyond mere physical safety or basic income, aiming for a comprehensive state of health, security, and satisfaction. By addressing both environmental conditions and financial risks, this integrated approach fosters a more committed, productive, and dignified existence for the entire workforce.

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such as illness, old age, or unemployment. By providing income security and medical care, it ensures that members of society can maintain a basic standard of living even when they are unable to work.

287. (C) Business failure and investment loss
Social security systems focus on protecting individuals against personal life risks that impact their ability to earn a living. While contingencies like sickness, old age, and unemployment are standard inclusions, purely commercial risks like business failure or investment loss are generally excluded. These economic events are considered part of private enterprise rather than the social risks addressed by public measures.

288. (B) Social solidarity
Social solidarity is the core principle that supports the concept of social security. It reflects the idea that society as a whole is responsible for protecting its most vulnerable members. Through collective public measures, risks are shared among the population to ensure that no individual faces destitution alone. This mutual support system fosters social cohesion and promotes a more stable society.

289. (D) Maintaining purchasing power and contributing to economic stability.
Beyond individual protection, social security plays a significant role in the broader economy. By providing income to those who have lost their earnings, it helps maintain the overall level of purchasing power in society. This consistent demand for goods and services supports economic stability and prevents deep recessions. Thus, social security acts as an automatic stabilizer for the economy.

290. (A) As a structured system of public measures for protection.
Social security is characterized as a structured and formal system of public measures established by society. It is not an informal or charitable act but a set of organized programs designed to provide protection against specific life risks. This systemic approach ensures that benefits are predictable and distributed according to established rules, providing a reliable safety net for eligible citizens.

291. (C) Eligibility is based on a 'means test' to determine need.
Social assistance programs are non-contributory schemes funded by the state to support people in need. The defining feature of these programs is the 'means test,' which evaluates an applicant's income and assets to determine eligibility. Benefits are targeted specifically at the most vulnerable who lack other resources, ensuring they receive a minimum level of subsistence based on their situation.

292. (A) A contributory system where benefits are an earned right.
Social assurance, or social insurance, is distinguished by its contributory nature. Individuals and employers pay into a common fund, and benefits are later provided as an earned right when specific contingencies occur. Unlike assistance, it does not require a means test. This system operates on the principle of pooled risk, where participation in the scheme guarantees future financial protection and support.

293. (D) Social assistance
When a government provides financial support to individuals based solely on their demonstrated financial need rather than prior contributions, it is practicing social assistance. This type of program is designed for the most vulnerable members of society who may not qualify for insurance-based schemes. It uses general tax revenues to provide a basic income floor for those with no other means.

294. (B) Social assistance, to determine eligibility based on need.
A means test is a procedural tool used exclusively within social assistance programs to determine eligibility. It involves a detailed assessment of an individual's or family's financial resources, including income and property. This ensures that limited public funds are directed to those who truly need help to reach a minimum subsistence level, distinguishing it from insurance schemes where benefits are rights.

295. (C) Social assurance
An arrangement where an employee contributes a portion of their earnings to a fund that later pays out benefits is a classic example of social assurance. This contributory model creates a legal right to a pension or other support upon

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(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

23. A key difference between the market for labour and the market for goods is that:
(A) The market for goods involves prices, while the market for labour does not.
(B) In the labour market, the roles of supply and demand are reversed.
(C) The market for goods is regulated, whereas the labour market is completely unregulated.
(D) The employment relationship typically involves a longer-term and more personal connection.

24. The existence of different wages for jobs requiring similar skill levels in different industries is evidence of:
(A) Labour market segmentation.
(B) A perfectly competitive labour market.
(C) The complete absence of labour mobility.
(D) A uniform national wage policy.

25. The heterogeneity of labour implies that:
(A) A single wage rate will prevail for all workers in an economy.
(B) Labour supply is always fixed.
(C) Workers are not perfect substitutes for one another.
(D) The demand for labour is perfectly inelastic.

26. Which of the following is NOT a primary feature of a labour market?
(A) The determination of the price of final consumer goods.
(B) The determination of wages and compensation.
(C) The allocation of labour across different firms and sectors.
(D) The influence of institutions like unions and government.

27. The concept that workers have some degree of control over the effort they put into their work is a feature of the labour market that distinguishes it from a market for an inanimate object. This is often referred to as:
(A) The problem of labour perishability.
(B) The problem of derived demand.
(C) The problem of labour homogeneity.
(D) The problem of monitoring and incentives.

28. In economic terms, the 'price' determined in the labour market is the:
(A) Profit margin.
(B) Wage rate.
(C) Interest rate.
(D) Rental rate.

29. What is the primary reason for the demand for labour being a 'derived demand'?
(A) The demand curve for labour is derived mathematically from the supply curve.
(B) Workers derive satisfaction from their jobs.
(C) Labour is a factor of production, and its demand stems from the demand for the goods it helps produce.
(D) The government derives tax revenue from employment.

30. Match the concept in List I with its relevant description in List II.
List I: (Concept)
P. Substitution Effect of a wage increase
Q. Income Effect of a wage increase
R. Elasticity of Demand for Labour
S. Labour Force Participation Rate
List II: (Description)
1. The percentage of the working-age population that is either employed or actively seeking employment.
2. The responsiveness of the quantity of labour demanded to a change in the wage rate.
3. A higher wage makes leisure more expensive, encouraging individuals to work more.
4. A higher wage increases purchasing power, allowing individuals to 'buy' more leisure and work less.
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-4, R-2, S-1
(C) P-4, Q-3, R-1, S-2
(D) P-2, Q-1, R-4, S-3

31. An individual labour supply curve may be 'backward-bending' because at very high wage rates:
(A) The income effect (desiring more leisure) may outweigh the substitution effect (desiring more income).

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CHAPTER 10
Labour Market

1. Which of the following best defines a 'labour market'?
(A) A physical marketplace where hiring entities and job seekers congregate to negotiate daily work terms.
(B) The economic mechanism where job allocation and wage rates are determined by interactions between demand and supply.
(C) A state-controlled administrative system through which occupational earnings are mandated according to government policies.
(D) A comprehensive national registry containing detailed demographic records of all individuals currently in active employment.

2. Identify the correct statement regarding the features of a labour market.
(A) Non-monetary factors, such as working conditions and job satisfaction, play a significant role.
(B) Labour is a homogeneous commodity, identical across all workers.
(C) The relationship between buyer and seller in a labour market is typically a short-term, impersonal transaction.
(D) Labour can be stored and used at a later date, just like any other commodity.

3. A software engineer chooses a job with a slightly lower salary but better work-life balance and opportunities for skill development over a higher-paying but more stressful alternative. This decision primarily illustrates which feature of the labour market?
(A) The derived nature of labour demand.
(B) The existence of a monopsonistic employer.
(C) The role of non-pecuniary considerations.
(D) The homogeneity of labour services.

4. All of the following are considered peculiar features of labour as a factor of production EXCEPT:
(A) Labour is inseparable from the labourer.
(B) Labour has weak bargaining power on its own.
(C) The seller of labour (the worker) and the labour being sold are the same.
(D) The supply of labour can be perfectly adjusted to changes in demand.

5. Match the features of the labour market in List I with their correct description in List II.
List I: (Feature)
P. Heterogeneity of Labour
Q. Derived Demand
R. Imperfect Mobility
S. Inseparability
List II: (Description)
1. The demand for workers depends on the demand for the goods or services they produce.
2. The worker must be physically present at the job to provide their service.
3. Workers differ in terms of skills, experience, and efficiency.
4. Barriers like geographical location, cost, and social ties limit workers from changing jobs easily.
(A) P-3, Q-1, R-4, S-2
(B) P-1, Q-3, R-2, S-4
(C) P-3, Q-2, R-1, S-4
(D) P-4, Q-1, R-2, S-3

6. In the context of labour market analysis, what is meant by the 'perishability' of labour?
(A) The skills of a worker decline over time.
(B) A day's labour lost cannot be recovered.
(C) Workers are prone to occupational diseases.
(D) Labour contracts are easily terminated.

7. Identify the incorrect statement about the nature of the labour market.
(A) It is not a single, unified market but a collection of many interconnected markets.
(B) The price of labour (wage) is often rigid

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injury or property damage. Understanding this characteristic is vital for safety programs, which aim to eliminate the hazards that lead to these abrupt and harmful occurrences.

278. (B) To proactively prevent accidents by mitigating risks and fostering a safety culture.
The primary goal of industrial safety is to proactively prevent the occurrence of accidents through a comprehensive, multidisciplinary strategy. This involves identifying potential hazards, performing risk assessments, and establishing rigorous safety protocols. Beyond technical measures, it focuses on education and building a safety culture where everyone is responsible. The ultimate aim is to protect lives and achieve zero accidents.

279. (C) An unsafe condition
Unsafe conditions are physical or environmental hazards present in the workplace that can lead to accidents. A poorly lit staircase is a clear example of an environmental deficiency that creates a risk for employees. Unlike unsafe acts, which involve human behavior, unsafe conditions involve the state of the workspace itself, such as defective equipment, poor housekeeping, or inadequate lighting.

280. (D) Conducting regular training sessions on the correct use of personal protective equipment.
Education is a vital pillar of industrial safety that focuses on informing and training the workforce. Conducting regular sessions on the proper use of personal protective equipment ensures that workers understand how to protect themselves. By teaching safe work practices and hazard awareness, an organization empowers its employees to act safely, which is essential for reducing the frequency of accidents.

281. (A) The gradual onset and long latency period.
The most significant difference between an occupational disease and an industrial accident is the timing and manifestation of the condition. Accidents are sudden, acute events with immediate effects. In contrast, occupational diseases develop slowly over time due to prolonged exposure to workplace hazards. They often have a long latency period, appearing many years after the initial exposure to the cause.

282. (B) Physical hazard
Physical hazards in the workplace include environmental factors like noise, vibration, and radiation. When a worker experiences gradual hearing loss due to the constant sound of loud machinery, the disease is classified as being caused by a physical hazard. Identifying these specific causative agents is a key part of industrial hygiene, which aims to control such exposures to protect health.

283. (B) It has legal and financial implications for worker compensation.
Formally recognizing a health condition as an occupational disease is essential for the legal and financial protection of workers. This classification often determines their eligibility for social security benefits and workers' compensation. Because these diseases are directly linked to the work environment, establishing this causal connection ensures that the affected individuals receive the necessary medical care and income support.

284. (A) Industrial hygiene
Industrial hygiene is the discipline dedicated to the proactive prevention of occupational diseases. It focuses on the technical tasks of identifying, evaluating, and controlling workplace exposures before they lead to chronic health issues. By managing risks such as chemical toxins or ergonomic stresses, industrial hygiene serves as a fundamental protective measure against the long-term health threats workers face daily.

285. (C) Ergonomic
Ergonomic hazards are related to the design of the work environment and the physical demands of tasks. Conditions like carpal tunnel syndrome often result from repetitive movements or poor workstation setups over long periods. As a result, these ailments are categorized as occupational diseases linked to ergonomic factors. Addressing these issues through better workspace design is crucial for preventing such injuries.

286. (D) To offer protection against specific contingencies that cause loss of earnings.
Social security is designed to protect individuals from the economic hardship that occurs when their earnings are interrupted or reduced. This protection covers specific life contingencies

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minimum wage laws is common.
5. The price of labour is always determined by the free play of demand and supply.

Which of the above statement(s) is/are correct?
(A) 1, 2, and 4
(B) 2, 3, and 5
(C) 1, 3, and 4
(D) 1, 2, and 5

15. Identify the correctly matched pair.
(A) Inseparability of labour - A worker must physically be present to provide service.
(B) Perishability of labour - Worker's skills can be stored for future use.
(C) Heterogeneity of labour - All workers are equally productive.
(D) Imperfect information - Employers and employees have complete knowledge of market conditions.

16. What does the term 'labour market segmentation' refer to?
(A) The statistical categorization of the national workforce based on demographic variables like age and gender.
(B) The division of the general labour market into distinct, non-competing sub-sectors with unique characteristics.
(C) The organizational process whereby industrial workers form collective associations to negotiate better terms.
(D) The strategic geographical clustering of specific economic activities and industrial manufacturing hubs.

17. Arrange the following perspectives on the labour market in the chronological order of their emergence in economic thought.
1. Keynesian analysis focusing on aggregate demand and involuntary unemployment.
2. Classical view of a self-correcting market where wages adjust to ensure full employment.
3. Segmented labour market theories emphasizing dual labour markets (primary and secondary).
4. Neoclassical focus on marginal productivity theory of wages.

(A) 2, 1, 4, 3
(B) 2, 4, 1, 3
(C) 1, 2, 4, 3
(D) 4, 2, 1, 3

18. Identify the incorrectly matched pair regarding labour market concepts.
(A) Wage Differential - Equal pay for all workers in all jobs.
(B) Human Capital - Investment in education and training.
(C) Search Costs - Time and money spent by workers looking for jobs.
(D) Labour Mobility - The ease with which workers can change jobs or locations.

19. The functioning of a labour market is NOT influenced by:
(A) The legislative framework of the country.
(B) The power and influence of trade unions.
(C) The principle of entropy from physics.
(D) The social norms and customs of the society.

20. Which statement accurately describes a key feature of labour supply?
(A) It is perfectly elastic at all wage levels.
(B) It is determined solely by the number of people in a country.
(C) The total supply of labour in an economy can be changed instantly.
(D) The individual's decision to supply labour involves a trade-off between work and leisure.

21. The phrase "the demand for labour is a derived demand" implies that:
(A) The demand for labour is derived from complex mathematical equations.
(B) Firms hire labour only after fulfilling all other input requirements.
(C) The demand for labour depends on the demand for the product or service that the labour produces.
(D) The government derives its tax revenue from labour income.

22. Given below are two statements.
Statement I : The labour market can be seen as a set of institutions that mediate the purchase and sale of labour.
Statement II : These institutions, such as employment agencies and collective bargaining agreements, are external to the functioning of the labour market.

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labour in an economy?
(A) 1, 2, 3, and 4
(B) 1, 2, and 5
(C) 2, 3, 4, and 5
(D) 1, 3, and 5

40. If the demand for software engineers increases while the supply of qualified software engineers remains limited in the short run, what is the most likely outcome?
(A) Wages for software engineers will tend to increase.
(B) Wages for software engineers will decrease.
(C) The supply of software engineers will immediately increase.
(D) The demand for software will decrease.

41. Given below are two statements.
Statement I : The market supply curve of labour is generally upward sloping, indicating that more labour is supplied at higher wages.
Statement II : The backward-bending portion of the individual supply curve is always dominant in the market supply curve.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

42. What is the most likely effect of a decrease in the demand for textiles produced in a country?
(A) A decrease in the wages of textile workers.
(B) An increase in the demand for textile workers.
(C) An increase in the supply of textile workers.
(D) An increase in the price of textile machinery.

43. Which of the following best describes the 'income effect' of a wage increase?
(A) The incentive where increased wage rates motivate individuals to work more hours to maximize total income.
(B) The fiscal outcome where higher earnings reduce the net tax burden relative to the total hours worked.
(C) The financial state where earned wages become the dominant source of wealth compared to passive income.
(D) The choice to reduce work hours and increase leisure time after achieving a specific target income level.

44. The supply of labour to a specific occupation, such as 'neurosurgeon', is likely to be:
(A) Perfectly elastic, as many people can become neurosurgeons.
(B) Highly inelastic in the short run due to long training periods and specific skills required.
(C) Backward-bending at all wage levels.
(D) Primarily determined by the demand for surgical procedures.

45. An increase in immigration of working-age people into a country, ceteris paribus, would be expected to:
(A) Shift the labour demand curve to the right.
(B) Shift the labour supply curve to the left.
(C) Shift the labour supply curve to the right.
(D) Shift the labour demand curve to the left.

46. Which of the following is NOT a direct determinant of the demand for labour?
(A) The productivity of labour.
(B) The price of the final good produced by labour.
(C) The prices of other factors of production (e.g., capital).
(D) The number of workers seeking employment.

47. In the context of the labour market, equilibrium is achieved when:
(A) The quantity of labour supplied equals the quantity of labour demanded at a specific wage rate.
(B) The number of people wanting jobs is zero.
(C) The wage rate is set at a minimum level by the government.
(D) Every single person of working age is employed.

48. A company replaces its manual data entry clerks with new scanning and OCR software. This is an example of:
(A) The income effect being greater than the substitution effect.
(B) The substitution of capital for labour, affecting the demand for data entry clerks.
(C) A shift in the supply of labour.
(D) An increase in the marginal productivity of data entry clerks.

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(B) The substitution effect is always stronger than the income effect.
(C) Firms start demanding less labour.
(D) The government imposes higher taxes.

32. Which of the following statements regarding the supply of labour is correct?
(A) The supply of labour to an economy is independent of the size of its population.
(B) The market supply of labour is the horizontal summation of all individual supply curves.
(C) An increase in non-labour income will always lead to an increase in labour supply.
(D) The substitution effect and income effect of a wage change always work in the same direction.

33. Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Select the correct answer from the options given below.
Assertion (A) : The demand curve for labour is downward sloping.
Reason (R) : As the wage rate decreases, firms are willing and able to hire more workers, assuming other factors remain constant (ceteris paribus).
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

34. A technological innovation that significantly increases the productivity of labour is likely to cause:
(A) An upward shift or an increase in the demand for labour.
(B) A downward shift in the demand curve for labour.
(C) A movement along the demand curve for labour to the left.
(D) No change in the demand for labour.

35. Identify the incorrect statement concerning the demand for labour.
(A) The demand for labour is influenced by the marginal productivity of labour.
(B) A decrease in the price of the final product will likely reduce the demand for labour.
(C) The demand for labour is a direct demand, not a derived demand.
(D) The elasticity of demand for labour is influenced by the elasticity of demand for the final product.

36. Consider the following conditions regarding the elasticity of demand for labour:
1. When the demand for the final product is highly elastic.
2. When it is easy to substitute other factors of production for labour.
3. When labour costs form a small proportion of total costs.
4. When the supply of other factors of production is inelastic.

Under which of the above conditions is the demand for labour by a firm likely to be more elastic?
(A) 1 and 2 only
(B) 3 and 4 only
(C) 1, 2, and 3
(D) 2 and 4 only

37. An increase in the female labour force participation rate in a country will directly lead to:
(A) A decrease in the overall demand for labour.
(B) A guaranteed increase in the wage rate.
(C) An increase in the overall supply of labour.
(D) A decrease in the need for skilled labour.

38. The "substitution effect" of a wage increase refers to the incentive for a worker to:
(A) Substitute leisure for work because they can afford to work less.
(B) Substitute work for leisure because leisure is now relatively more expensive.
(C) Substitute capital for labour in their personal life.
(D) Substitute one job for another.

39. Consider the following factors:
1. The size and age composition of the population.
2. The wage rate.
3. The labour force participation rate.
4. Social attitudes towards work and leisure.
5. The demand for final products.

Which of the above statement(s) is/are correct regarding factors influencing the supply of

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and does not adjust quickly to changes in demand or supply.
(C) Institutional factors like trade unions and government regulations significantly influence outcomes.
(D) Perfect information is a common characteristic, with both employers and employees knowing all available opportunities.

8. Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Select the correct answer from the options given below.
Assertion (A) : The labour market is fundamentally different from a typical commodity market.
Reason (R) : Labour cannot be separated from the labourer, and human emotions, psychology, and social factors are intrinsically involved in the employment relationship.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

9. Which of the following is the most appropriate description of the 'labour market'?
(A) A specific geographical region where a dense population of specialized industry workers resides and operates.
(B) A centralized public institution or regulatory body responsible for managing formal career placements.
(C) An abstract concept representing the interaction of workers seeking jobs and employers seeking workers.
(D) The structured legal code and regulatory framework governing the execution of employment contracts.

10. An economic downturn leads to a fall in consumer demand for cars, which in turn causes car manufacturers to lay off assembly line workers. This chain of events demonstrates which fundamental concept of the labour market?
(A) The concept of derived demand for labour.
(B) The backward-bending supply curve of labour.
(C) The principle of segmented labour markets.
(D) The effect of monopsony power.

11. Consider the following statements regarding the unique features of labour:
1. Labour is perishable.
2. The supply of labour is independent of wage rates.
3. Labour is inseparable from the labourer.
4. Labour is perfectly mobile between occupations and regions.

Which of the above statement(s) is/are correct?
(A) 1 and 3 only
(B) 1, 2, and 3
(C) 2 and 4 only
(D) 1, 3, and 4

12. Given below are two statements.
Statement I : The labour market is characterized by long-term attachment between the buyer (employer) and the seller (employee).
Statement II : Unlike buying a raw material, hiring a worker often involves an ongoing relationship with expectations of loyalty and career progression.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

13. An employer decides to invest in on-the-job training for employees, even though it represents a significant initial cost. This decision acknowledges which underlying feature of the labour market?
(A) The perishability of labour.
(B) The perfectly competitive nature of the market.
(C) The potential for increased labour productivity and long-term returns.
(D) The homogeneity of the workforce.

14. Consider the following statements regarding the features of labour markets:
1. They are often localized in nature.
2. Bargaining and negotiation play a crucial role in wage determination.
3. Labour services are homogeneous across all workers.
4. Government intervention in the form of

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49. Which of the following would cause a movement along the demand curve for labour, rather than a shift in the curve?
(A) A change in the price of the final product.
(B) A change in the wage rate.
(C) A change in labour productivity due to new technology.
(D) A change in the price of a substitute factor of production.

50. The concept of 'efficiency wages' suggests that firms might pay wages above the market-clearing rate because:
(A) Higher wages can lead to increased worker productivity, loyalty, and reduced turnover.
(B) Employers are mandated to do so by the collective power of organized industrial trade unions.
(C) The central government enforces strict national standards for mandatory high minimum wage levels.
(D) Financial analysts at the firm have incorrectly calculated the equilibrium market wage rate.

51. If the wage elasticity of demand for labour is -0.5, a 10% increase in the wage rate will lead to:
(A) A 5% increase in the quantity of labour demanded.
(B) A 20% decrease in the quantity of labour demanded.
(C) A 5% decrease in the quantity of labour demanded.
(D) A 20% increase in the quantity of labour demanded.

52. The term 'labour force' in the context of the Indian economy is best defined as:
(A) The total demographic count representing the entire population of the nation.
(B) All individuals categorized within the standard working-age bracket of 15 to 59 years.
(C) Only those individuals currently employed within the formal or organized economic sector.
(D) The sum of persons who are employed and those who are unemployed but actively seeking work.

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53. A decrease in the overall labour force participation rate (LFPR), with the working-age population remaining constant, implies that:
(A) More people are employed than before.
(B) The unemployment rate has necessarily increased.
(C) A smaller proportion of the working-age population is either working or seeking work.
(D) The wages have decreased significantly.

54. In the context of the Indian labour force, which sectoral distribution trend has been observed over the last few decades?
(A) A rapid shift of the workforce from the primary to the secondary sector.
(B) A decline in the share of the primary sector and a significant increase in the share of the tertiary (services) sector.
(C) A significant increase in the share of the workforce in the primary (agricultural) sector.
(D) The secondary and tertiary sectors have seen their shares in employment decline.

55. Match the employment status in List I with its appropriate description in the context of the Indian labour force in List II.
List I: (Employment Status)
P. Self-Employed
Q. Regular Salaried/Wage Employee
R. Casual Labourer
S. Unpaid Family Worker
List II: (Description)
1. Works in another person's enterprise and receives regular salary/wages.
2. Works in their own farm or non-farm enterprise.
3. A person who works without remuneration in a family enterprise.
4. Engaged in farm or non-farm enterprise and gets wages on a daily or periodic basis.
(A) P-2, Q-1, R-4, S-3
(B) P-1, Q-2, R-3, S-4
(C) P-3, Q-4, R-1, S-2
(D) P-2, Q-3, R-4, S-1

56. The 'informal sector' or 'unorganised sector' in India is predominantly characterized by:
(A) Small-scale operations, lack of formal contracts, and absence of social security.

wage.
(D) Fewer workers at a higher wage.

107. Which type of labour market is characterized by a single buyer of a particular type of labour?
(A) Monopoly
(B) Perfect Competition
(C) Oligopoly
(D) Monopsony

108. Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Select the correct answer from the options given below.
Assertion (A) : In a perfectly competitive labour market, a single firm can hire as much labour as it wants at the prevailing market wage.
Reason (R) : The firm is a 'wage taker' and its individual demand for labour is too small to influence the market wage.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

109. A situation where a single, powerful trade union negotiates with a single, dominant employer is an example of:
(A) Oligopsony
(B) Perfect Competition
(C) Bilateral Monopoly
(D) Monopolistic Competition

110. The concept of a 'segmented labour market' suggests that:
(A) The labour market is a single, unified entity.
(B) All workers can move freely between any jobs for which they are qualified.
(C) Wages are determined solely by marginal productivity in all sectors.
(D) The labour market is divided into a 'primary sector' with good jobs and a 'secondary sector' with bad jobs.

111. Consider the following characteristics regarding a perfectly competitive labour market:
1. A large number of firms competing to hire labour and a large number of workers seeking jobs.
2. Labour is homogeneous and perfectly mobile.
3. Wage rates are determined by a central planning authority.
4. Both firms and workers have perfect information about market conditions.

Which of the above statement(s) is/are correct?
(A) 1, 2, and 4
(B) 1, 2, and 3
(C) 2, 3, and 4
(D) 1 and 3 only

112. The 'primary sector' in dual labour market theory is characterized by:
(A) Low wages, job instability, and poor working conditions.
(B) High wages, job security, good working conditions, and opportunities for advancement.
(C) Jobs in agriculture and mining.
(D) A predominance of self-employment.

113. Identify the correct statement about a monopsonistic labour market.
(A) The wage rate is determined by the intersection of the labour demand and supply curves.
(B) The employer has significant market power in setting wages.
(C) The marginal cost of hiring an additional worker is equal to the wage paid to that worker.
(D) Workers are highly mobile and have many alternative employers.

114. Consider the following statements regarding a monopsonistic labour market:
1. There is a single buyer of labour.
2. The firm is a wage-maker, not a wage-taker.
3. The marginal factor cost (MFC) of labour is higher than the supply price (wage rate).
4. Workers are paid their marginal revenue product.
5. The firm hires more workers than a competitive firm would.

Which of the above statement(s) is/are correct?
(A) 1, 2, and 3
(B) 2, 3, and 5
(C) 1, 4, and 5
(D) 1, 2, and 4

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64. Consider the following statements about the composition of the Indian labour force:
1. The secondary (industrial) sector's share in employment has grown faster than its share in GDP.
2. The tertiary (service) sector is the largest contributor to India's GDP.
3. The agricultural sector still employs the largest proportion of the workforce.
4. Formal sector employment constitutes the majority of total employment.
5. The female LFPR in urban India is higher than in rural India.

Which of the above statement(s) is/are correct?
(A) 1 and 4
(B) 2 and 3
(C) 3, 4, and 5
(D) 1, 2 and 5

65. The continuing high share of employment in agriculture, despite its declining share in GDP, points towards the problem of:
(A) High levels of individual labour productivity within the national agricultural domain.
(B) Widespread disguised unemployment and underemployment in the agricultural sector.
(C) A critical shortage of available labour within the industrial and service sectors.
(D) The success of modern agricultural techniques in creating new sustainable jobs.

66. What does the term 'jobless growth' in the Indian context typically refer to?
(A) A situation where GDP grows at a healthy rate, but employment growth is slow or negligible.
(B) A unique economic condition where the national economy expands without creating any new jobs.
(C) A specific scenario where the rate of GDP growth is lower than the rate of employment growth.
(D) A developmental phase where the informal economy shrinks while the formal economy grows.

67. Arrange the following demographic and labour force stages in the typical chronological sequence for a developing country like India.
1. High birth rates and high death rates, stable population, and agrarian workforce.
2. Falling death rates but high birth rates, leading to a population explosion and a growing young labour force.
3. Falling birth rates, a large working-age population (demographic dividend), and a gradual shift towards non-agricultural jobs.
4. An aging population with a shrinking labour force.

(A) 1, 2, 3, 4
(B) 2, 1, 3, 4
(C) 1, 3, 2, 4
(D) 3, 1, 2, 4

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68. The quality of employment in the Indian labour force is often considered poor due to:
(A) The high proportion of regular salaried jobs with comprehensive social security.
(B) The presence of overly strict labour laws that guarantee high wages for all.
(C) The exceptionally high literacy and technical skill levels of the entire workforce.
(D) The dominance of informal employment, low earnings, and lack of social protection.

69. In India, the 'Usual Principal Status' approach to measuring employment captures:
(A) The specific employment activity of a person during the previous seven-day period.
(B) The cumulative employment activity of a person during the previous 365-day period.
(C) The main activity a person pursued for a major part of the year.
(D) The specific daily employment status of a person over a rolling 24-hour window.

70. Which of the following is a significant feature of the urban labour market in India compared to the rural market?
(A) A much higher proportion of self-employment based specifically in the agricultural sector.
(B) A greater share of regular wage/salaried employment and casual labour in non-agricultural activities.
(C) Significantly lower overall wage rates for individuals possessing high-level technical skills.
(D) The complete and total absence of an informal sector within the metropolitan economy.

88. A PhD in physics working as a food delivery person because they cannot find a research position is an example of:
(A) Invisible or disguised underemployment (skill-related)
(B) Visible underemployment
(C) Frictional unemployment
(D) Cyclical unemployment

89. Consider the following situations related to unemployment and underemployment:
1. A worker is employed for only 15 days in a month and is looking for more work.
2. An engineering graduate is working as a clerk.
3. During a recession, a large number of factory workers are laid off.
4. Ten family members are working on a small farm that only requires five.
5. A software engineer quits her job to search for a better one in another city.

Which of the above statement(s) correctly identifies visible underemployment, disguised unemployment, and frictional unemployment?
(A) 1 is visible underemployment, 4 is disguised unemployment, 5 is frictional unemployment.
(B) 2 is visible underemployment, 3 is disguised unemployment, 1 is frictional unemployment.
(C) 4 is visible underemployment, 5 is disguised unemployment, 3 is frictional unemployment.
(D) 1 is disguised unemployment, 2 is frictional unemployment, 3 is visible underemployment.

90. The 'Natural Rate of Unemployment' in an economy is typically considered to be the sum of:
(A) Frictional and Structural unemployment
(B) Cyclical and Structural unemployment
(C) Frictional and Cyclical unemployment
(D) Disguised and Seasonal unemployment

91. Which type of unemployment is the primary target of macroeconomic stabilization policies (like fiscal and monetary policy)?
(A) Frictional unemployment
(B) Structural unemployment
(C) Disguised unemployment
(D) Cyclical unemployment

92. 'Visible underemployment' is specifically defined by:
(A) Low income from work.
(B) Working fewer hours than one is willing and able to work.
(C) A mismatch between skills and job requirements.
(D) Having zero marginal productivity.

93. Given below are two statements.
Statement I : Frictional unemployment can exist even when the number of job vacancies equals the number of unemployed people.
Statement II : This is because there are time lags involved in matching workers with jobs.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

94. The concept of 'full employment' in macroeconomics does not mean zero unemployment because:
(A) It allows for the existence of some level of cyclical unemployment.
(B) It is a purely theoretical concept with no practical relevance.
(C) It implies that everyone, including children and the elderly, must work.
(D) It allows for the existence of frictional and structural unemployment.

95. Policies aimed at improving job-search assistance, providing better market information, and enhancing worker mobility are most effective in reducing:
(A) Frictional unemployment
(B) Cyclical unemployment
(C) Disguised unemployment
(D) Underemployment

96. Which of the following is NOT a type of unemployment?
(A) Structural
(B) Absolute
(C) Frictional
(D) Cyclical

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80. Match the type of unemployment in List I with its most appropriate description in List II.
List I: (Type of Unemployment)
P. Frictional Unemployment
Q. Structural Unemployment
R. Cyclical Unemployment
S. Disguised Unemployment
List II: (Description)
1. Unemployment caused by a downturn in the business cycle or a recession.
2. Workers seem to be employed but their contribution to production is zero or negligible.
3. A mismatch between the skills of the unemployed and the skills required for available jobs.
4. Temporary unemployment that occurs when workers are in the process of changing jobs.
(A) P-1, Q-2, R-3, S-4
(B) P-4, Q-3, R-1, S-2
(C) P-3, Q-1, R-4, S-2
(D) P-4, Q-2, R-1, S-3

81. When a person is working fewer hours than they would like to, or is working in a job that does not fully utilize their skills, they are said to be:
(A) Frictionally unemployed
(B) Underemployed
(C) Structurally unemployed
(D) Voluntarily unemployed

82. The unemployment that arises due to the time it takes for a worker to move from one job to another is called:
(A) Frictional unemployment
(B) Cyclical unemployment
(C) Seasonal unemployment
(D) Structural unemployment

83. Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Select the correct answer from the options given below.
Assertion (A) : Disguised unemployment is a common feature of the agricultural sector in many developing countries, including India.
Reason (R) : In family-based agriculture, more people are often engaged on a farm than are actually needed, meaning the marginal productivity of some workers is close to zero.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

84. A construction worker who is unemployed during the rainy season is an example of:
(A) Frictional unemployment
(B) Cyclical unemployment
(C) Technical unemployment
(D) Seasonal unemployment

85. A textile mill closes down because of new automated weaving technology, leaving its weavers jobless as their skills are now obsolete. This is an example of:
(A) Cyclical Unemployment
(B) Frictional Unemployment
(C) Structural Unemployment
(D) Voluntary Unemployment

86. Consider the following statements regarding types of unemployment:
1. Cyclical unemployment is associated with business cycles.
2. Frictional unemployment is a long-term and permanent feature of an economy.
3. Structural unemployment arises from a mismatch of skills.
4. Disguised unemployment means people are openly without a job.
Which of the above statement(s) is/are correct?
(A) 1 and 3 only
(B) 2 and 4 only
(C) 1, 2, and 3
(D) 1, 3, and 4

87. Identify the correctly matched pair.
(A) Frictional Unemployment - Job loss due to economic recession.
(B) Cyclical Unemployment - A graduate taking time to find a first job.
(C) Seasonal Unemployment - A factory worker laid off due to a factory shutdown.
(D) Structural Unemployment - A coal miner losing his job due to a shift to solar energy.

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(B) Large industrial enterprises offering high wages and comprehensive social security benefits.
(C) Corporate entities that operate with strictly documented and formal employment contracts.
(D) Workplace environments defined by high degrees of unionization and collective bargaining.

57. What is the Labour Force Participation Rate (LFPR)?
(A) The numerical ratio of the total employed population to the entire national census count.
(B) The specific percentage of the total national population that is currently without a job.
(C) The percentage of the working-age population that is in the labour force (i.e., either working or looking for work).
(D) The structural ratio of the formal sector workforce relative to the informal sector workforce.

58. Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Select the correct answer from the options given below.
Assertion (A) : The female Labour Force Participation Rate (LFPR) in India is significantly lower than the male LFPR.
Reason (R) : Social norms, responsibility for household chores and caregiving, and a lack of safe and suitable employment opportunities contribute to lower participation of women in the workforce.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

59. Which statement correctly describes the composition of the Indian labour force?
(A) The majority of the workforce is employed in the organized/formal sector.
(B) The urban labour force is larger in size than the rural labour force.
(C) The service sector employs the smallest fraction of the labour force.
(D) A large proportion of the workforce is classified as self-employed or casual labour.

60. In terms of employment status, which category constitutes the largest single share of the Indian workforce, particularly in rural areas?
(A) Regular salaried employees
(B) Self-employed
(C) Government officials
(D) Multinational corporation employees

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61. Consider the following statements regarding the nature and composition of the Indian labour force:
1. A high proportion of the workforce is engaged in the primary sector.
2. The informal sector accounts for the vast majority of employment.
3. The Labour Force Participation Rate for women is higher than for men.
4. There is a significant prevalence of underemployment.

Which of the above statement(s) is/are correct?
(A) 1, 2, and 3
(B) 2, 3, and 4
(C) 1, 2, and 4
(D) 1, 3, and 4

62. The term 'worker population ratio' (WPR) refers to:
(A) The number of unemployed persons per 1000 persons.
(B) The number of workers in the labour force.
(C) The number of people seeking work but unable to find it.
(D) The number of employed persons per 1000 persons in the population.

63. Given below are two statements.
Statement I : The Indian labour force is characterized by a significant rural-urban divide in terms of nature of work and wage levels.
Statement II : The service sector job growth in India has been primarily concentrated in urban areas.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

97. An economic recession is most likely to increase which type of unemployment?
(A) Seasonal unemployment
(B) Cyclical unemployment
(C) Frictional unemployment
(D) Structural unemployment

98. A person who is not actively searching for a job, because they believe none are available for their skills, is known as a:
(A) Discouraged worker
(B) Frictionally unemployed worker
(C) Underemployed worker
(D) Seasonally unemployed worker

99. In the context of rural India, withdrawal of some workers from agriculture without reducing the total output is possible. This situation indicates the presence of:
(A) Frictional unemployment
(B) Cyclical unemployment
(C) Disguised unemployment
(D) Technological unemployment

100. Education and retraining programs are policy measures primarily designed to combat:
(A) Frictional unemployment
(B) Cyclical unemployment
(C) Seasonal unemployment
(D) Structural unemployment

101. Identify the incorrect statement about unemployment.
(A) A person is considered unemployed if they are without a job, available for work, and actively seeking work.
(B) Disguised unemployment is characterized by zero or very low marginal productivity.
(C) Underemployment refers to a situation of sub-optimal employment.
(D) The unemployment rate is the number of unemployed people divided by the total population.

102. A key difference between 'unemployment' and 'underemployment' is that:
(A) Unemployed persons maintain a job, while underemployed persons do not.
(B) Underemployed persons have a job but it is inadequate in terms of hours, income, or skill utilization, whereas unemployed persons have no job.
(C) Unemployment is a problem in developing countries, while underemployment is a problem in developed countries.
(D) Underemployment is voluntary, while unemployment is involuntary.

103. 'Okun's Law' describes the empirical relationship between:
(A) The relative rates of inflation and unemployment.
(B) The growth of wages and worker productivity.
(C) The national interest rates and investment.
(D) Unemployment and the loss of a country's output (GDP).

104. Which of the following would be counted as unemployed according to standard definitions?
(A) A person who lost their job last month and is actively applying for new ones.
(B) A retired person enjoying their leisure.
(C) A full-time student not looking for a job.
(D) A homemaker who is not looking for paid work.

105. Match the labour market structure in List I with its defining characteristic in List II.
List I: (Market Structure)
P. Perfect Competition
Q. Monopsony
R. Bilateral Monopoly
S. Oligopsony
List II: (Description)
1. A single buyer of labour.
2. A few dominant buyers of labour.
3. A large number of firms and a large number of unorganized workers.
4. A single buyer (monopsonist) faces a single seller (a monopoly union).
(A) P-3, Q-1, R-4, S-2
(B) P-1, Q-3, R-2, S-4
(C) P-3, Q-2, R-1, S-4
(D) P-4, Q-1, R-2, S-3

106. In a monopsonistic labour market, compared to a perfectly competitive one, the employer will hire:
(A) Fewer workers at a lower wage.
(B) More workers at a higher wage.
(C) The same number of workers at a lower

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71. The 'feminization of agriculture' in India refers to:
(A) The increasing use of female-friendly technology and machinery in traditional farming.
(B) A direct government policy intended to give land ownership rights exclusively to women.
(C) The structural shift from food crops to cash crops managed primarily by women.
(D) The rising number and proportion of women engaged in agricultural activities, often due to male out-migration.

72. A major concern regarding the composition of the Indian labour force is the 'skill gap', which means:
(A) The skills possessed by the workforce do not match the skills demanded by the industry.
(B) A situation where there are significantly more jobs than there are available workers.
(C) A condition where all workers within the national economy possess very low skills.
(D) The complete absence of any vocational institutions for national skill development.

73. The concept of 'demographic dividend' for India is related to:
(A) The large proportion of the elderly population who can guide the youth.
(B) The dividends paid by companies to their shareholders.
(C) The large and growing share of the young and working-age population in the country.
(D) The foreign exchange earned from the Indian diaspora.

74. Given below are two statements.
Statement I : The share of the organized sector in total employment in India is relatively small.
Statement II : This is primarily because most Indian enterprises are large corporations with more than 500 employees.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

75. The division of the workforce into 'formal' and 'informal' is primarily based on:
(A) The specific biological gender and chronological age of the individual worker.
(B) The general sector of the economy, such as agriculture, industry, or services.
(C) The specific geographical location of the worker, whether in a rural or urban area.
(D) The nature of the enterprise and the provision of employment benefits and social security.

76. Which one of the following is NOT a characteristic of informal sector employment in India?
(A) Lack of written job contracts.
(B) Entitlement to paid leave and social security benefits like provident fund.
(C) Often characterized by low wages and poor working conditions.
(D) Jobs are not secure and workers can be dismissed easily.

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77. The term 'dependency ratio' is relevant to the study of the labour force as it measures:
(A) The ratio of urban to rural population.
(B) The ratio of exports to imports.
(C) The ratio of the non-working population (children and elderly) to the working-age population.
(D) The ratio of public debt to GDP.

78. A high proportion of 'working poor' in India indicates that:
(A) Unemployment is the single major problem affecting the national labour market.
(B) The unemployment rate is an excellent measure of overall labour market distress.
(C) Most workers are employed in high-paying and secure government service jobs.
(D) Even those who are employed often earn too little to escape poverty.

79. The term 'casualisation of labour' refers to:
(A) The increasing tendency of employers to hire workers on a temporary, non-permanent basis.
(B) The process of workers becoming more relaxed and less formal at work.
(C) The shift of the workforce from agriculture to the service sector.
(D) The government policy of making all jobs permanent.

115. A labour market with a few large firms as the primary employers of a certain type of labour is known as:
(A) A monopoly
(B) A bilateral monopoly
(C) An oligopsony
(D) A perfect market

116. Identify the incorrect statement regarding segmented labour markets.
(A) Mobility between the primary and secondary sectors is often limited.
(B) Discrimination can play a role in confining certain groups of workers to the secondary sector.
(C) Jobs in the secondary sector often involve little training and have high turnover.
(D) Wages in the secondary sector are typically high, with good benefits.

117. Arrange the following labour market scenarios in a hypothetical sequence of increasing market power for the employer.
1. Bilateral Monopoly: A strong union negotiates with a single employer.
2. Perfect Competition: Many small employers compete for workers.
3. Monopsony: A single employer dominates the market.
4. Oligopsony: A few large employers dominate the market.

(A) 2, 4, 3, 1
(B) 1, 2, 4, 3
(C) 1, 2, 4, 3
(D) 3, 4, 1, 2

118. In a bilateral monopoly, the final wage outcome is:
(A) Determined precisely by the intersection of demand and supply.
(B) Indeterminate and depends on the relative bargaining power of the union and the employer.
(C) Always equal to the wage in a competitive market.
(D) Set by the government.

119. A 'company town' where one factory is the sole major employer for the entire town is a classic example of:
(A) A perfectly competitive labour market
(B) A bilateral monopoly
(C) A secondary labour market
(D) A monopsony

120. Which labour market type provides the most idealized benchmark against which other market structures are compared?
(A) Perfect Competition
(B) Monopsony
(C) Oligopsony
(D) Bilateral Monopoly

121. The 'secondary labour market' is typically associated with:
(A) Highly skilled, professional jobs.
(B) Government and civil service positions.
(C) 'Dead-end' jobs with little prospect for advancement.
(D) Jobs requiring extensive on-the-job training provided by the employer.

122. Under perfect competition in the labour market, the wage rate for a given type of labour is determined by:
(A) The intersection of the market demand and market supply curves for labour.
(B) The largest firm in the market.
(C) The most powerful trade union.
(D) Government decree.

123. Why is the marginal factor cost (MFC) curve above the supply curve in a monopsonistic market?
(A) Because trade unions push the costs up.
(B) Because the government imposes a tax on hiring.
(C) Because the firm's demand for labour is perfectly elastic.
(D) Because the firm must pay a higher wage to all existing workers, not just the new one, to attract an additional worker.

124. The existence of internal labour markets, where firms primarily promote from within rather than hiring from the outside, is a feature often associated with:
(A) The secondary labour market.
(B) The primary labour market.
(C) Perfectly competitive markets.
(D) Casual labour markets.

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125. Which of the following is a key assumption of the perfectly competitive labour market model?
(A) Labour is heterogeneous.
(B) There are significant barriers to entry and exit for workers.
(C) Workers and firms have perfect information about wages and job opportunities.
(D) A single firm's hiring decision can influence the market wage.

126. A market dominated by a few large tech companies all competing to hire the same pool of specialized software developers could be described as:
(A) A monopsony
(B) A bilateral monopoly
(C) A perfectly competitive market
(D) An oligopsony

127. Given below are two statements.
Statement I : Monopsony power allows a firm to pay a wage that is lower than the worker's marginal revenue product (MRP).
Statement II : The difference between the MRP and the wage rate is a form of monopsonistic exploitation.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

128. In which market structure is the wage rate equal to both the marginal factor cost (MFC) and the marginal revenue product (MRP) for a firm in equilibrium?
(A) Monopsony
(B) Perfect Competition
(C) Oligopsony
(D) Bilateral Monopoly

129. The main argument of dual labour market theory is that:
(A) All jobs in an economy are essentially the same.
(B) The labour market is split into two distinct segments with very different characteristics and limited mobility between them.
(C) The introduction of technology has created a dual-track career path.
(D) There are two types of workers: male and female.

130. Match the labour market characteristic in List I with the market type it is most associated with in List II.
List I: (Characteristic)
P. Wage taker
Q. Single buyer
R. Bargaining between two powerful entities
S. Few buyers
List II: (Market Type)
1. Monopsony
2. Oligopsony
3. Bilateral Monopoly
4. Perfectly Competitive Firm
(A) P-1, Q-2, R-3, S-4
(B) P-4, Q-1, R-2, S-3
(C) P-4, Q-1, R-3, S-2
(D) P-2, Q-3, R-4, S-1

131. Which of the following is the most dominant characteristic of the Indian labour market?
(A) A very high level of formal sector employment.
(B) A balanced distribution of workforce across primary, secondary, and tertiary sectors.
(C) The predominance of the unorganized or informal sector.
(D) High wages and universal social security coverage.

132. The term 'skill mismatch' in the context of the Indian labour market refers to:
(A) A surplus of skilled workers and a shortage of jobs.
(B) The practice of hiring workers with lower skills for complex jobs.
(C) The high cost of skill development programs.
(D) A gap between the skills possessed by the available workforce and the skills demanded by employers.

133. Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Select the correct answer from the options given below.
Assertion (A) : The Indian labour market is characterized by a high degree of informality.
Reason (R) : A vast majority of the workforce is engaged in enterprises that are not registered and do not provide social security benefits or formal employment contracts.
(A) Both A and R are true and R is the correct

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explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

134. One of the key characteristics of the Indian labour market is the low Labour Force Participation Rate (LFPR) for women. Which is a primary contributing factor?
(A) A legal prohibition on women working in most sectors.
(B) Socio-cultural factors, care economy burdens, and safety concerns.
(C) Higher average wages for women, reducing the need to work.
(D) A lack of interest in employment among women.

135. Identify the incorrect statement regarding the characteristics of the Indian labour market.
(A) A large proportion of the workforce is still dependent on agriculture.
(B) There are significant regional disparities in wages and employment opportunities.
(C) Underemployment is a widespread phenomenon, especially in rural areas.
(D) The formal sector provides employment to the majority of Indian workers.

136. Consider the following characteristics of the Indian Labour Market:
1. Prevalence of a large unorganized sector.
2. A high share of self-employment and casual work.
3. Low female labour force participation.
4. A small and slow-growing formal manufacturing employment sector.

Which of the above statement(s) is/are correct?
(A) 1 and 2 only
(B) 1, 2, and 3 only
(C) 3 and 4 only
(D) 1, 2, 3, and 4

137. The 'duality' of the Indian labour market often refers to the sharp contrast between:
(A) The rural and urban labour markets.
(B) The public sector and private sector labour markets.
(C) The small, protected formal sector and the large, unprotected informal sector.
(D) The male and female labour markets.

138. The existence of a large number of complex and often conflicting labour laws in India has been cited as a characteristic that:
(A) May have inadvertently discouraged formal sector hiring and promoted informality.
(B) Has led to a completely unregulated and free labour market.
(C) Has encouraged the growth of large-scale formal employment.
(D) Has eliminated all labour disputes in the country.

139. Consider the following characteristics pertaining to the Indian labour market:
1. The service sector is the largest employer in the economy.
2. Labour mobility across states is very low and insignificant.
3. The vast majority of the workforce is covered by social security schemes.
4. There is a persistent mismatch between skills supplied by the education system and those demanded by the industry.
5. The share of casual labour is high, especially in rural areas and construction.

Which of the above statement(s) is/are correct?
(A) 1 and 2
(B) 3 and 5
(C) 4 and 5
(D) 1, 2 and 3

140. A significant rural-urban divide is a characteristic of the Indian labour market. This is manifested in:
(A) Higher wages in rural areas compared to urban areas.
(B) Differences in the sectoral composition of employment and wage levels.
(C) The complete absence of unemployment in urban areas.
(D) Identical labour laws being applied uniformly and effectively in both areas.

141. A high prevalence of 'working poor' is a characteristic of the Indian labour market, which implies that:
(A) Most poor people are unemployed.
(B) The unemployment rate is the sole indicator of labour market distress.

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worker demands.
(D) The government negotiates all wages on behalf of workers.

210. Consider the following issues regarding labour in India:
1. Widespread access to comprehensive social security.
2. Low wages and poor working conditions for a large segment of the workforce.
3. Strong and effective enforcement of all labour laws across all sectors.
4. Significant disparities in wages based on gender and region.

Which of the above statement(s) is/are correct regarding major problems faced by labour?
(A) 1 and 3 only
(B) 2 and 4 only
(C) 1, 2, and 4
(D) 2, 3, and 4

211. The issue of 'bonded labour', though constitutionally abolished, is a problem that is reported to persist in some pockets. It represents:
(A) A system where workers are happily bonded to their employers through loyalty.
(B) A government employment guarantee scheme.
(C) A type of high-paying contract work.
(D) A system of forced labour arising from debt.

212. Given below are two statements.
Statement I : The high incidence of casual and contract labour is a significant problem in the Indian labour market.
Statement II : This form of employment typically offers lower wages, less job security, and fewer benefits compared to permanent employment.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

213. Consider the following statements regarding problems related to labour in India:
1. Low female labour force participation.
2. The persistence of child labour.
3. A large and unregulated informal sector.
4. Universal and high-quality social security for all workers.
5. The complete absence of unemployment.

Which of the above statement(s) is/are correct?
(A) 1, 4, and 5
(B) 4 and 5
(C) 1, 2, and 3
(D) 1, 2, 3, 4, and 5

214. The problem of 'disguised unemployment' is one of the key labour problems in India, especially in the:
(A) IT and software services sector.
(B) Organized manufacturing sector.
(C) Public administration sector.
(D) Agricultural sector.

215. A company in India is looking for welders but can only find unemployed individuals with tailoring skills. This situation exemplifies which problem in the Indian labour market?
(A) Skill mismatch
(B) Low wages
(C) Child labour
(D) Lack of social security

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216. Arrange the following historical/policy phases concerning labour in India in their correct chronological order.
1. Abolition of bonded labour system and zamindari.
2. Enactment of early factory acts under British rule.
3. Introduction of new Labour Codes to amalgamate existing laws.
4. Focus on public sector growth and labour regulations post-independence.

(A) 2, 1, 4, 3
(B) 1, 2, 4, 3
(C) 2, 4, 1, 3
(D) 3, 4, 1, 2

217. The problem of low labour productivity in India is often attributed to:
(A) Poor health, nutrition, and low levels of training and education among a large section of the workforce.
(B) An excessively skilled and over-educated workforce.
(C) Over-investment in technology and capital.
(D) The short length of the average working day.

151. Which statement best captures a key paradox of the Indian labour market?
(A) High economic growth has led to a proportional increase in high-quality, formal jobs.
(B) The informal sector is shrinking rapidly and will soon disappear.
(C) There are no regional differences in unemployment rates.
(D) Despite a large young population, industries report shortages of workers with the right skills.

152. The characteristic of having a complex web of central and state-level labour laws is often referred to as:
(A) A factor contributing to the growth of the informal sector, as firms may seek to avoid these complexities.
(B) A feature that has simplified the process of hiring and firing.
(C) The reason for perfect industrial harmony in India.
(D) A sign of a completely laissez-faire labour market.

153. What is meant by the 'new dynamics' of the labour market in India?
(A) A return to traditional, agriculture-based employment.
(B) The complete stagnation and lack of change in employment patterns.
(C) Changes driven by factors like globalization, technology, new business models, and policy reforms.
(D) A decrease in the importance of the service sector.

154. The rise of the 'gig economy' in India represents a new dynamic characterized by:
(A) A labour market with prevalent short-term contracts, freelance work, and platform-based jobs.
(B) Lifelong, stable employment with a single employer.
(C) An increase in traditional manufacturing jobs.
(D) The dominance of public sector undertakings in employment.

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155. Match the 'new dynamic' in the Indian labour market in List I with its description in List II.
List I: (New Dynamic)
P. Gig Economy
Q. Automation
R. Labour Codes
S. Remote Work
List II: (Description)
1. The use of technology to perform tasks previously done by humans, impacting job roles.
2. The consolidation and simplification of multiple central labour laws.
3. Telecommuting or working from a location outside the traditional office.
4. A market system of freelance, short-term, or on-demand work.
(A) P-1, Q-2, R-3, S-4
(B) P-4, Q-3, R-1, S-2
(C) P-4, Q-1, R-2, S-3
(D) P-2, Q-4, R-3, S-1

156. A significant new dynamic in the Indian labour market is the increasing demand for:
(A) Unskilled manual labour only.
(B) Higher cognitive skills, digital literacy, and socio-emotional skills.
(C) Traditional artisanal skills.
(D) Skills related to obsolete technologies.

157. The impact of globalization on the Indian labour market has included:
(A) The complete isolation of the Indian economy from world markets.
(B) A decrease in competition for Indian firms.
(C) The growth of export-oriented industries like IT and BPO, creating new types of jobs.
(D) A uniform increase in wages across all sectors.

158. Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Select the correct answer from the options given below.
Assertion (A) : The proliferation of digital platforms for services like ride-hailing and food delivery is changing the nature of urban employment in India.
Reason (R) : This "platformisation" of work creates flexible earning opportunities but also raises concerns about job security, social

193. Which of the following is a major problem concerning migrant labour in India?
(A) Lack of portability of social security benefits, poor living conditions, and exploitation.
(B) Extremely high wages and excellent housing conditions.
(C) Their refusal to work in urban areas.
(D) The non-existence of migrant labour in India.

194. 'Poor working conditions' as a problem of labour in India often includes issues like:
(A) Air-conditioned offices and ergonomic chairs for all workers.
(B) Overly generous leave policies.
(C) Lack of safety measures, unhygienic environments, and long working hours.
(D) The mandatory provision of recreational facilities at all workplaces.

195. Child labour, although illegal, persists in India primarily due to:
(A) A cultural preference for children to work rather than study.
(B) A shortage of adult workers for all types of jobs.
(C) The simplicity of all available jobs, which are best done by children.
(D) A combination of poverty, parental illiteracy, and lack of access to quality education.

196. A key problem of labour in India is the lack of comprehensive social security. This means many workers do not have access to:
(A) High-risk, speculative investment opportunities.
(B) Company-sponsored entertainment and holidays.
(C) Provident funds, pensions, health insurance, and maternity benefits.
(D) Free transport to and from the workplace.

197. The problem of 'job insecurity' is most acute for which category of workers in India?
(A) Permanent government employees.
(B) Casual and contract labourers.
(C) Tenured university professors.
(D) Senior executives in large corporations.

198. What does 'low wages' as a problem of Indian labour signify?
(A) All workers in India earn below the international poverty line.
(B) Wages in India have been consistently decreasing over the last 50 years.
(C) All wages are low irrespective of skill, productivity or sector.
(D) A significant portion of the workforce earns wages that are insufficient to maintain a decent standard of living.

199. The gender wage gap in India is a significant problem, which means:
(A) On average, women earn less than men due to discrimination and occupational segregation.
(B) Women are legally required to be paid less than men for the same work.
(C) Men work significantly longer hours than women in all economic sectors.
(D) The wage gap problem has been completely eliminated in India through policy.

200. Given below are two statements.
Statement I : Many labour problems in India, such as low wages and poor conditions, are deeply interconnected with the dominance of the informal sector.
Statement II : Formal sector firms, which provide better wages and conditions, employ the vast majority of the Indian workforce.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

201. The issues faced by interstate migrant workers in India were starkly highlighted during the COVID-19 lockdown. A primary problem was:
(A) The sudden loss of livelihood combined with a lack of social safety nets in their place of work.
(B) Their inability to work from home using high-speed internet.
(C) The refusal of their home states to allow them to return.
(D) An excess of job offers in their host cities.

202. Which of the following is NOT typically considered a primary problem of labour in India?
(A) Job insecurity.

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policies, and technological capabilities for remote work.
(C) A decline in communication technology.
(D) A global agreement to fix wages in all countries.

167. Arrange the following trends in the Indian labour market in a likely chronological order of their prominence.
1. Dominance of traditional agriculture and caste-based occupations.
2. Rise of public sector employment and unionized manufacturing post-independence.
3. Growth of the IT/BPO service sector jobs driven by liberalization.
4. Emergence of the platform-based gig economy.

(A) 1, 3, 2, 4
(B) 1, 2, 3, 4
(C) 2, 1, 3, 4
(D) 4, 3, 2, 1

168. The increasing formalisation of the Indian economy, a key policy goal, is a dynamic that involves:
(A) Bringing more workers and enterprises into the formal sector with access to credit, social security, and legal frameworks.
(B) Encouraging more businesses to operate without registration.
(C) Shifting all workers from the service sector to agriculture.
(D) Reducing the number of total jobs in the economy.

169. What is the most significant impact of globalization on the demand for labour in India?
(A) It decreased the demand for all types of labour.
(B) It created a uniform demand for unskilled labour across all sectors.
(C) It created a polarised demand, with high demand for skilled labour in globally integrated sectors and pressure on low-skilled labour.
(D) It eliminated the informal sector entirely.

170. Which of the following is NOT a feature of the gig economy?
(A) Permanent employment contracts.
(B) Use of digital platforms to connect workers and customers.
(C) Flexible work arrangements.
(D) Task-based or project-based payment.

171. The 'platformisation' of work is a new labour market dynamic that refers to:
(A) The increasing importance of public speaking skills for workers.
(B) The construction of physical platforms for industrial work.
(C) The standardisation of all jobs into one single platform.
(D) The mediation of work and services through digital online platforms.

172. A major challenge posed by automation as a new labour market dynamic is:
(A) The need for more workers to perform repetitive manual tasks.
(B) The need for policies that support worker transition, reskilling, and social safety nets.
(C) The potential for job creation in all sectors to slow down.
(D) The decreasing importance of education and skills.

173. The shift to remote work for many white-collar jobs has highlighted which existing issue in the labour market?
(A) The lack of agricultural technology.
(B) The surplus of commercial office space.
(C) The 'digital divide' – disparities in access to reliable internet and appropriate technology.
(D) The decline of manufacturing.

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174. In a capitalist economic system, the labour market primarily functions through:
(A) Central government planning and allocation of all jobs.
(B) Traditional and customary roles passed down through generations.
(C) Equal sharing of all work and output among the community.
(D) The forces of demand and supply, with wages determined by market interactions.

175. In a centrally planned socialist economic system, wages and employment levels are typically determined by:
(A) The state or a central planning authority

based on national priorities.
(B) The bargaining power of individual workers.
(C) The profitability of private enterprises.
(D) The interaction of demand and supply in a free market.

176. A 'mixed economy' labour market is characterized by:
(A) The complete absence of any government regulation.
(B) The co-existence of a private sector governed by market forces and a public sector, along with government regulation of the market.
(C) The state owning all means of production and employing all workers.
(D) A system where all wages are equal regardless of skill or productivity.

177. Which economic system is most associated with the concept of labour as a commodity to be bought and sold?
(A) Feudalism
(B) Capitalism
(C) Socialism
(D) Communism

178. The role of trade unions in negotiating wages and working conditions is most prominent and formally recognized in which types of economic systems?
(A) Mixed economies and regulated capitalist systems.
(B) Pure socialist and pure capitalist systems.
(C) Feudal systems.
(D) Traditional subsistence economies.

179. Match the economic system in List I with its primary mechanism for labour allocation in List II.
List I: (Economic System)
P. Pure Capitalism
Q. Pure Socialism
R. Mixed Economy
S. Feudalism
List II: (Description)
1. Central planning by the state.
2. A combination of market forces and government regulation/public sector employment.
3. Market-based allocation through supply and demand.
4. Traditional obligations and relationships of serfdom.
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-1, R-2, S-4
(C) P-3, Q-4, R-1, S-2
(D) P-2, Q-1, R-4, S-3

180. In a pure socialist system, the problem of unemployment is theoretically addressed by:
(A) Allowing the market to create jobs.
(B) Encouraging workers to emigrate.
(C) The state guaranteeing employment for all citizens, although this may lead to underemployment.
(D) Providing unemployment benefits without the need for work.

181. Freedom of contract and the right of workers to choose their employer are hallmark features of the labour market in which economic system?
(A) Slavery
(B) Capitalism
(C) Feudalism
(D) Traditional command economy

182. Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Select the correct answer from the options given below.
Assertion (A) : In a capitalist economy, the demand for labour is a derived demand.
Reason (R) : Firms hire labour not for its own sake, but to produce goods and services that can be sold for a profit.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

183. The objective of 'full employment' as a state policy is most explicitly pursued in which economic system?
(A) Welfare state capitalism and mixed economies
(B) Laissez-faire capitalism
(C) Feudalism
(D) Pure market economies with no government intervention

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184. In which economic system would you least expect to find private, profit-driven employment agencies?
(A) Mixed Economy
(B) Capitalism
(C) Centrally Planned Socialism
(D) Social Market Economy

185. Consider the following statements about labour markets in a mixed economy like India:
1. The government acts as both a large employer (public sector) and a regulator.
2. Market forces of demand and supply have no role in wage determination.
3. Labour laws such as minimum wages and working hour regulations exist.
4. Private enterprises are the sole providers of employment.

Which of the above statement(s) is/are correct?
(A) 1 and 3 only
(B) 2 and 4 only
(C) 1, 2, and 3
(D) 1 and 4 only

186. The concept of 'alienation' of labour, where workers feel disconnected from the products of their labour, was a major critique of the labour process under which economic system?
(A) Socialism
(B) Feudalism
(C) Mercantilism
(D) Capitalism

187. Given below are two statements.
Statement I : The primary goal of a firm in a capitalist labour market is to maximize social welfare.
Statement II : The primary goal of a firm in a capitalist labour market is to maximize profit.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

188. Consider the following types of economic systems:
1. A pure laissez-faire system.
2. A mixed economy.
3. A command economy where all wages are fixed.
4. A regulated capitalist system.
5. A traditional subsistence economy.

In which of the above economic systems is setting a minimum wage a characteristic feature of the labour market?
(A) 1 and 5
(B) 2 and 4
(C) 1, 3, and 5
(D) 3 and 4

189. What is the fundamental difference in the ownership of means of production between a capitalist and a socialist system, which in turn shapes the labour market?
(A) There is no difference in ownership.
(B) In capitalism, means of production are privately owned; in socialism, they are socially or state-owned.
(C) In socialism, means of production are privately owned; in capitalism, they are state-owned.
(D) In capitalism, means of production are privately owned; in socialism, they are socially or state-owned.

190. The existence of a large public sector, providing employment in areas like defence, railways, and administration, is a key feature of the labour market in:
(A) A mixed economy like India's
(B) A pure capitalist system
(C) A feudal system
(D) An economy with no government

191. Which of the following problems of labour in India is directly related to the prevalence of the informal sector?
(A) Over-regulation by the government.
(B) Lack of social security, job security, and formal contracts.
(C) Excessively high wages and benefits.
(D) A highly unionized workforce.

192. The problem of 'wage disparity' in India refers to significant differences in wages based on:
(A) The number of hours worked only.
(B) Factors like gender, region, skill level, and sector (formal vs. informal).
(C) The length of a worker's name.
(D) The universal wage rate set by the government.

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(C) Employment does not guarantee an escape from poverty for a large number of workers.
(D) All workers in India earn poverty-level wages.

142. Given below are two statements.
Statement I : The Indian labour market is marked by the co-existence of high-skill, high-wage jobs in the formal sector and low-skill, low-wage jobs in the informal sector.
Statement II : This phenomenon is an example of labour market segmentation.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

143. Which of the following best describes the role of caste in the traditional Indian labour market?
(A) It was a major determinant of occupational roles and created rigid barriers to mobility.
(B) It had no influence on occupation or mobility.
(C) It only influenced wage levels but not job choice.
(D) It promoted perfect competition in the labour market.

144. The slow pace of growth in formal manufacturing employment in India, despite economic growth, is a key characteristic often termed as:
(A) Job-rich growth
(B) Jobless growth in the industrial sector
(C) Agricultural boom
(D) Service sector collapse

145. A major characteristic of the Indian labour market is the high proportion of vulnerable employment. This typically includes:
(A) Permanent government employees.
(B) Own-account workers (self-employed) and contributing family workers.
(C) CEOs of large multinational corporations.
(D) Unionized factory workers in the formal sector.

146. Which of the following is NOT considered a typical characteristic of the Indian labour market?
(A) A very small and insignificant informal economy.
(B) Predominance of agricultural employment.
(C) Existence of a vast pool of unskilled and semi-skilled labour.
(D) Significant wage disparities based on gender and region.

147. The persistence of child labour, despite legal prohibitions, is a grim characteristic of certain segments of the Indian labour market. This is often linked to:
(A) A surplus of high-paying jobs for adults.
(B) High levels of adult literacy and skill.
(C) Extreme poverty and lack of access to quality education.
(D) The high cost of adult labour, making children a preferred choice.

148. The term 'stickiness' of wages in the Indian context refers to the characteristic that:
(A) Wages adjust rapidly to changes in economic conditions.
(B) Workers tend to stick to their jobs for a long time.
(C) Wages are determined by the price of adhesive products.
(D) Wages, especially in the formal sector, are resistant to downward adjustments even during economic downturns.

149. Identify the correctly matched pair regarding characteristics of the Indian labour market.
(A) High Formalisation - Majority of workers have formal contracts.
(B) Skill Abundance - No gap between skills needed and skills available.
(C) Low Female LFPR - Social norms and care burden are major causes.
(D) Uniform Wages - All workers earn the same wage across the country.

150. A large number of small, fragmented landholdings in rural India contributes to which characteristic of the labour market?
(A) High labour productivity in agriculture.
(B) Widespread disguised unemployment and self-employment.
(C) A thriving formal sector in rural areas.
(D) High demand for skilled IT professionals in villages.

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(B) Lack of social security.
(C) Poor working conditions.
(D) A massive surplus of highly skilled jobs with no qualified candidates.

203. The problem of 'indebtedness' among Indian labour, especially in the unorganised sector, is often caused by:
(A) Excessively high wages leading to reckless spending.
(B) Low and irregular income forcing workers to take loans at high interest rates from informal sources.
(C) A government policy that forces all workers to take loans.
(D) The widespread availability of interest-free bank loans for all workers.

204. Match the problem of labour in List I with its most relevant description in List II.
List I: (Problem)
P. Lack of Social Security
Q. Job Insecurity
R. Wage Disparity
S. Child Labour
List II: (Description)
1. The employment of children in work that deprives them of their childhood and education.
2. Unequal wages for similar work based on gender, region, or social group.
3. Absence of benefits like pension, health insurance, or provident fund.
4. High risk of job loss and lack of long-term employment contracts.
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-4, R-2, S-1
(C) P-4, Q-3, R-1, S-2
(D) P-3, Q-2, R-4, S-1

205. The 'ineffective enforcement of labour laws' is a significant problem in India. This leads to:
(A) All companies adhering to the highest standards of worker welfare.
(B) A situation where legal protections for workers exist on paper but are not implemented in practice.
(C) The complete repeal of all labour laws.
(D) A situation where legal protections for workers exist on paper but are not implemented in practice.

206. A primary health and safety problem for a large number of workers in India is:
(A) Exposure to occupational hazards and diseases with inadequate protective measures.
(B) The stress of choosing between multiple high-paying job offers.
(C) The mandatory requirement to exercise at work.
(D) Over-investment by companies in safety equipment.

207. Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Select the correct answer from the options given below.
Assertion (A) : Migrant workers in India often face social and economic exclusion in their destination cities.
Reason (R) : They often lack local social networks, face language barriers, and may not have access to state-provided services that require proof of local residence.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

208. The problem of a 'skills gap' among Indian labour contributes to:
(A) A situation where every worker finds a perfectly matching job.
(B) The co-existence of high unemployment among the educated youth and a shortage of appropriately skilled labour for industries.
(C) A decrease in the overall wage level for all jobs.
(D) The elimination of informal sector jobs.

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209. Which of the following best describes the problem of weak collective bargaining power for a majority of Indian workers?
(A) A low level of unionization, especially in the informal sector, leaves individual workers with little power to negotiate wages and conditions.
(B) Most workers are part of strong, effective trade unions.
(C) Employers are legally obligated to accept all

benefits, and worker rights.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

159. The recent codification of labour laws in India is a new dynamic aimed at:
(A) Consolidating and simplifying existing laws to improve the business environment and worker protections.
(B) Increasing the complexity of the legal framework.
(C) Banning trade unions entirely.
(D) Making the informal sector illegal.

160. The increasing adoption of automation and Artificial Intelligence (AI) in Indian industries is a dynamic that poses a threat of:
(A) Frictional unemployment for all workers.
(B) Job displacement, particularly for routine and low-skill tasks.
(C) A sudden increase in the demand for manual labour.
(D) A complete halt in economic growth.

161. Consider the following trends regarding the new dynamics of the labour market in India:
1. The rise of the gig economy and platform-based work.
2. A decreasing need for digital skills in the workforce.
3. The consolidation of labour laws into new codes.
4. Increased adoption of automation and AI in manufacturing and services.

Which of the above statement(s) is/are correct?
(A) 1, 2, and 3
(B) 1, 3, and 4
(C) 2 and 4 only
(D) 1 and 2 only

162. Given below are two statements.
Statement I : The COVID-19 pandemic accelerated the trend of remote working (work-from-home) in certain sectors of the Indian economy.
Statement II : This shift has potential implications for urban planning, commercial real estate, and the digital divide among workers.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

163. A key debate surrounding the gig economy in India is whether gig workers should be classified as:
(A) Public sector or private sector workers.
(B) Agricultural or industrial workers.
(C) 'Employees' with full benefits or 'independent contractors' with more flexibility but fewer protections.
(D) Formal or informal workers, although they are always formal.

164. Consider the following new dynamics affecting the Indian labour market:
1. An increasing focus on lifelong learning and continuous upskilling.
2. The growth of flexible staffing and contract-based hiring by firms.
3. A decline in the importance of the service sector.
4. A complete shift back to agrarian jobs.
5. The impact of global supply chain shifts on manufacturing employment.

Which of the above statement(s) is/are correct?
(A) 1, 2, and 5
(B) 2, 3, and 4
(C) 1, 3, and 4
(D) 3 and 4 only

165. The term 'flexicurity', often discussed in the context of labour market reforms, aims to combine:
(A) Maximum rigidity for employers and minimum security for workers.
(B) Flexibility in working hours with job insecurity.
(C) Flexibility for employers in hiring and firing with income and social security for workers.
(D) Complete job security with rigid working conditions.

166. A new dynamic in the global labour market that affects India is the increasing potential for 'offshoring' and 'onshoring' of jobs, driven by:
(A) Traditional migration patterns only.
(B) Changes in geopolitical alignments, trade

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218. A situation where a worker is employed but their income is below the poverty line is referred to as the problem of the:
(A) Unemployed poor
(B) Discouraged worker
(C) Frictionally unemployed
(D) Working poor

219. The lack of adequate and affordable housing for workers in urban areas is a significant problem closely linked to:
(A) The decline in agricultural productivity.
(B) The issue of rural-urban migration.
(C) The high wages paid to all urban workers.
(D) The government's ban on urban construction.

220. Which type of unemployment is largely immune to government spending and fiscal stimulus?
(A) Cyclical Unemployment
(B) Demand-deficient Unemployment
(C) Structural Unemployment
(D) Keynesian Unemployment

221. In the context of economic systems, the labour market in a social market economy (e.g., Germany) differs from a laissez-faire capitalist one by having:
(A) Complete state control over all hiring decisions.
(B) A ban on all private enterprises.
(C) The absence of any market mechanisms for wage determination.
(D) Stronger social safety nets, worker participation in management (co-determination), and active labour market policies.

222. What new dynamic is introduced by the 'ageing population' trend observed in some developed countries and a future possibility for India?
(A) A potential shrinking of the labour force, increased dependency ratio, and challenges for pension systems.
(B) A massive increase in the supply of young, low-cost labour.
(C) A decrease in the demand for healthcare services.
(D) An increase in the birth rate.

223. A key characteristic of the Indian labour market is the slow 'structural transformation'. This means:
(A) The workforce has moved rapidly from agriculture to manufacturing.
(B) The movement of the workforce out of low-productivity agriculture has been much slower than the decline of agriculture's share in GDP.
(C) The structure of all buildings in India is transforming slowly.
(D) The service sector has failed to grow.

224. A factory worker is laid off because the economy enters a deep recession. This is a direct example of:
(A) Frictional unemployment.
(B) Cyclical unemployment.
(C) Structural unemployment.
(D) Seasonal unemployment.

225. Which of the following is NOT a feature of a 'perfectly competitive' labour market?
(A) A single firm acting as a wage-maker.
(B) Many firms and many workers.
(C) Homogeneous labour.
(D) Perfect information.

226. A construction company primarily hires workers through contractors on a daily wage basis with no formal contract or benefits. This is an example of which characteristic of the Indian labour market?
(A) High formalisation
(B) Dominance of the public sector
(C) Prevalence of casual labour
(D) High unionisation

227. The nature and composition of the Indian Labour Force are officially measured and reported primarily by which organization?
(A) The Reserve Bank of India (RBI).
(B) The Ministry of Commerce and Industry.
(C) The Confederation of Indian Industry (CII).
(D) The National Statistical Office (NSO).

228. An increase in the statutory minimum wage in a competitive labour market, if set above the equilibrium wage, is predicted to cause:
(A) An increase in the quantity of labour demanded.

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(B) A decrease in the quantity of labour supplied.
(C) A surplus of labour (unemployment).
(D) A shortage of labour (vacancies).

229. Match the labour market problem in List I with its direct consequence in List II.
List I: (Problem)
P. Skill Mismatch
Q. Low Wages
R. Job Insecurity
S. Lack of Social Security
List II: (Description)
1. High employee turnover and lack of long-term planning by workers.
2. Hardship for workers in old age or during illness.
3. Coexistence of unemployment and unfilled job vacancies.
4. The "working poor" phenomenon.
(A) P-1, Q-2, R-3, S-4
(B) P-3, Q-4, R-2, S-1
(C) P-3, Q-4, R-1, S-2
(D) P-4, Q-3, R-2, S-1

230. The concept that workers form an 'insider' group that is protected and an 'outsider' group that bears the brunt of unemployment is part of which theory?
(A) Human Capital Theory
(B) Search Theory
(C) Classical Labour Market Theory
(D) Insider-Outsider Theory

231. In a monopsonistic labour market, the firm hires up to the point where:
(A) Marginal Factor Cost (MFC) = Marginal Revenue Product (MRP)
(B) Wage = Marginal Revenue Product (MRP)
(C) Wage = Marginal Factor Cost (MFC)
(D) Supply = Demand

232. Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Select the correct answer from the options given below.
Assertion (A) : The rise of the gig economy has been described as a new form of labour market flexibility.
Reason (R) : It provides firms with the ability to hire labour for specific tasks without the long-term commitments of traditional employment, but offers workers less security.
(A) Both A and R are true and R is the correct explanation of A.
(B) Both A and R are true but R is not the correct explanation of A.
(C) A is true but R is false.
(D) A is false but R is true.

233. A significant problem of labour in India is the 'informality within the formal sector'. This refers to:
(A) Formal sector firms hiring workers on a casual or contract basis without benefits.
(B) Informal sector workers behaving formally at work.
(C) All formal sector jobs becoming informal.
(D) A decline in the size of the formal sector.

234. The "great resignation" trend observed in some parts of the world post-pandemic is a new labour market dynamic reflecting:
(A) A sudden spike in cyclical unemployment.
(B) A government mandate forcing people to resign.
(C) The complete collapse of the labour market.
(D) A large-scale, voluntary reassessment by workers of their careers, work-life balance, and job satisfaction.

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235. Consider the following characteristics regarding the 'secondary' segment in the dual labour market theory:
1. High wages and benefits.
2. High job turnover.
3. Little opportunity for advancement.
4. Stable and secure employment.
Which of the above statement(s) is/are correct?
(A) 1 and 4
(B) 2 and 3
(C) 1 and 2
(D) 3 and 4

236. When the government introduces labour market policies such as employment subsidies or public works programs (like MGNREGA), it is primarily trying to influence:
(A) The international price of oil.
(B) The country's foreign policy.
(C) The demand for and supply of labour to reduce unemployment.

(D) The stock market index directly.

237. Given below are two statements.
Statement I : The labour supply curve for an individual can bend backwards at high wage rates.
Statement II : The market labour supply curve, which is the sum of individual curves, is always backward bending.
(A) Both Statement I and Statement II are true.
(B) Both Statement I and Statement II are false.
(C) Statement I is true, but Statement II is false.
(D) Statement I is false, but Statement II is true.

238. Consider the following factors:
1. High levels of malnutrition and poor health outcomes.
2. Inadequate investment in education and vocational training.
3. Low levels of capital and technology adoption in many sectors.
4. An excessively trained and educated workforce.
5. Universal access to state-of-the-art infrastructure.

Which of the above statement(s) is/are correct regarding factors contributing to the problem of low labour productivity in India?
(A) 1, 2, and 3
(B) 3, 4, and 5
(C) 1, 4, and 5
(D) 2 and 4

239. The 'Phillips Curve' originally described a statistical relationship between:
(A) Unemployment and GDP growth.
(B) Wage inflation and the unemployment rate.
(C) Interest rates and investment.
(D) Tax rates and tax revenue.

240. What is the key difference between the 'labour force' and the 'workforce'?
(A) There is no difference; the terms are identical.
(B) The labour force includes both the employed (workforce) and the unemployed.
(C) The workforce includes the employed and the unemployed.
(D) The labour force refers only to men, while the workforce refers to both men and women.

241. In the context of the Indian labour market, 'MGNREGA' is an example of an intervention designed to address:
(A) Rural unemployment and underemployment by providing a legal guarantee for wage employment.
(B) Urban skilled unemployment.
(C) The skill gap in the IT industry.
(D) The problems of the gig economy.

242. The persistence of a large informal sector in India is a problem because:
(A) It contributes nothing to the country's GDP.
(B) It is a sign of a very advanced and developed economy.
(C) It creates jobs that are typically outside the tax net and lack worker protections and social security.
(D) It only exists in urban areas.

243. A software engineer losing his job because his work is outsourced to another country is an example of the labour market impact of:
(A) Seasonal fluctuations.
(B) A decline in technology.
(C) Feudalism.
(D) Globalization.

244. The term 'discouraged worker effect' refers to a situation where:
(A) Employed workers are discouraged by their low pay.
(B) Employers are discouraged from hiring more workers.
(C) Unemployed individuals stop looking for work because they believe no jobs are available, and thus drop out of the labour force.
(D) Workers are encouraged to find better jobs.

245. What type of labour market is characterized by workers having significant bargaining power due to being organized into a strong trade union?
(A) A monopsonistic market.
(B) A market where labour is sold by a monopoly (a union).
(C) A perfectly competitive market.
(D) An unorganized market.

246. The problem of 'jobless growth' implies a falling 'employment elasticity'. What does this mean?

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(A) For every 1% increase in GDP, employment increases by more than 1%.
(B) Employment is completely rigid and never changes.
(C) GDP and employment are not related.
(D) For every 1% increase in GDP, employment increases by less than 1% or not at all.

247. The existence of a 'glass ceiling' is a labour market problem that refers to:
(A) An invisible barrier that prevents qualified individuals, especially women and minorities, from advancing to senior leadership positions.
(B) The physical barrier in modern office buildings.
(C) A transparent wage system.
(D) The ease with which workers can see and attain promotions.

248. Which statement best describes a core problem of labour in a capitalist system, according to its critics?
(A) The state guarantees a job for everyone.
(B) Profit is shared equally between workers and owners.
(C) There is an inherent conflict of interest between employers and employees.
(D) The system prioritizes worker well-being over efficiency.

249. The demand for labour by a competitive firm is determined by the labour's:
(A) Marginal Revenue Product (MRP).
(B) Age and gender.
(C) Willingness to work long hours.
(D) Level of unionization.

250. According to John Austin, the three essential elements of 'Law' are:
(A) Reason, Justice, and Equity.
(B) Command, Sovereign, and Sanction.
(C) Custom, Precedent, and Legislation.
(D) Primary rules, Secondary rules, and the Rule of Recognition.

Direction : Please read the following source carefully.

The labour market, as a distinct factor market, exhibits several unique features that differentiate it from markets for goods or capital. At its core, the market is governed by the forces of demand for and supply of labour. The demand for labour is not an end in itself but is a derived demand, contingent upon the demand for the goods and services that labour helps to produce. Firms hire labour based on its marginal productivity relative to the wage rate. The supply of labour, conversely, is determined by a complex interplay of factors, including the size and demographic composition of the population, labour force participation rates, and the trade-off individuals make between work and leisure. This supply curve can be backward-bending at higher wage levels, where the income effect of a wage increase (affording more leisure) outweighs the substitution effect (making work more attractive). The heterogeneity of labour, where skills, experience, and education vary widely, means there isn't a single labour market but rather a series of interconnected sub-markets. Wage determination is thus a function of the equilibrium between demand and supply within these specific sub-markets, influenced by factors like bargaining power, minimum wage legislation, and institutional structures.

Based on the above source, attempt the following five questions.

251. What fundamental principle explains that the demand for labour is contingent on the demand for other products?
(A) The principle of marginal productivity
(B) The concept of a derived demand
(C) The income-leisure trade-off
(D) The heterogeneity of labour

252. According to the passage, the supply of labour is influenced by all the following factors EXCEPT:
(A) The firm's profitability and capital investment
(B) The demographic composition of the population
(C) Individual choices between work and leisure
(D) The overall size of the working-age population

253. The phenomenon of a backward-bending supply curve of labour occurs when:
(A) The substitution effect of a wage increase is greater than the income effect.
(B) The marginal productivity of labour begins

to diminish.
(C) The income effect of a wage increase is greater than the substitution effect.
(D) Minimum wage legislation is strictly enforced.

254. Why is it more accurate to describe the labour market as a series of interconnected sub-markets?
(A) Because wage determination is always uniform across all sectors.
(B) Because labour is a derived demand.
(C) Because the supply of labour is always elastic.
(D) Because labour is heterogeneous in terms of skills and experience.

255. Based on the passage, what is the primary determinant of wage in a specific labour sub-market?
(A) The government's fiscal policy
(B) The national average income
(C) The equilibrium between demand and supply
(D) The rate of technological advancement

Direction : Please read the following source carefully.

The nature and composition of the Indian labour force are characterized by immense diversity and complexity, reflecting the country's socio-economic structure. A significant feature is its overwhelmingly rural and agrarian orientation, although there has been a gradual shift towards non-agricultural sectors. The labour force is composed of a vast number of workers in the unorganized or informal sector, which accounts for the majority of employment and is marked by a lack of social security, job security, and formal employer-employee relationships. Demographically, the Indian labour force is youthful, presenting both a demographic dividend and a challenge in terms of skill development and job creation. The composition also reveals significant disparities in labour force participation rates between genders, with female participation being considerably lower than male participation, particularly in urban areas. Furthermore, the workforce is segmented by skill level, with a large proportion being unskilled or semi-skilled, which impacts productivity and wage levels. The sectoral composition shows a declining but still dominant share of agriculture, a relatively stagnant manufacturing sector, and a growing services sector, which is increasingly becoming a major source of new employment opportunities. This intricate composition presents multifaceted challenges for policy-making aimed at achieving inclusive and sustainable employment growth.

Based on the above source, attempt the following five questions.

256. Which of the following is described as a defining characteristic of the Indian labour force's composition?
(A) A majority of workers employed in the formal, organized sector
(B) The prevalence of a large unorganized or informal sector
(C) A predominantly urban and industrial orientation
(D) High labour force participation rates among urban females

257. The passage identifies the youthful demographic of the Indian labour force as:
(A) Solely a liability due to high unemployment
(B) A factor leading to higher female participation rates
(C) Exclusively a benefit for the agricultural sector
(D) A demographic dividend and a concurrent challenge

258. What trend is observed in the sectoral composition of the Indian labour force?
(A) A stagnant manufacturing sector and a growing services sector
(B) A rapid expansion of the agricultural sector's share
(C) A decline in the services sector's employment generation
(D) A complete shift of labour from rural to urban industries

259. According to the passage, a key issue related to the skill composition of the Indian workforce is:
(A) An oversupply of highly skilled technical workers
(B) The equal distribution of skills across all sectors
(C) The dominance of a large unskilled and

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semi-skilled labour pool
(D) A lack of demand for unskilled labour in the market

260. The passage suggests that a significant compositional disparity in the Indian labour force exists in:
(A) The labour force participation rates between genders
(B) The age distribution between rural and urban workers
(C) The educational qualifications of agricultural workers
(D) The regional distribution of organized sector jobs

Direction : Please read the following source carefully.

Unemployment and underemployment are persistent and critical issues within the Indian economic landscape, manifesting in various forms. Unemployment, defined as a situation where individuals are actively seeking work but are unable to find it, can be categorized by its cause and duration. Structural unemployment in India arises from a mismatch between the skills possessed by the workforce and the skills demanded by industries, often exacerbated by technological changes. Frictional unemployment, considered a temporary and natural part of a dynamic economy, occurs when individuals are in the process of moving between jobs. Cyclical unemployment is tied to business cycles, rising during economic downturns and falling during expansions. Seasonal unemployment is particularly prevalent in the agricultural sector, where demand for labour fluctuates with sowing and harvesting seasons. Beyond outright unemployment, the problem of underemployment is widespread. This can be either visible underemployment, where individuals work fewer hours than they are willing and able to, or disguised underemployment, a situation common in agriculture and informal family businesses where the marginal productivity of a worker is zero or negligible. Addressing these multifaceted challenges requires a combination of strategies, including skill development, promotion of labour-intensive industries, and social safety nets.

Based on the above source, attempt the following five questions.

261. Unemployment that results from a mismatch between the skills available and the skills required by employers is known as:
(A) Frictional unemployment
(B) Cyclical unemployment
(C) Seasonal unemployment
(D) Structural unemployment

262. According to the passage, which type of unemployment is most characteristically associated with India's agricultural sector?
(A) Cyclical unemployment
(B) Seasonal unemployment
(C) Frictional unemployment
(D) Structural unemployment

263. Disguised underemployment is best described as a situation where:
(A) A person is working fewer hours than they desire.
(B) A person is actively seeking a job but cannot find one.
(C) A person's contribution to total output is effectively zero.
(D) A person is temporarily between jobs.

264. The passage describes frictional unemployment as:
(A) A long-term problem caused by economic recession.
(B) A phenomenon exclusive to the agricultural sector.
(C) A result of insufficient aggregate demand in the economy.
(D) A temporary condition of being between jobs in a dynamic economy.

265. What is the key difference between unemployment and visible underemployment as explained in the source?
(A) Unemployment involves a lack of any job, while visible underemployment involves working insufficient hours.
(B) Unemployment is voluntary, while visible underemployment is involuntary.
(C) Unemployment relates to skill mismatch, while visible underemployment relates to wage dissatisfaction.
(D) Unemployment is a rural problem, while visible underemployment is an urban problem.

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Direction : Please read the following source carefully.

The Indian labour market is distinguished by a set of unique characteristics that shape its dynamics and present significant policy challenges. A primary characteristic is its inherent dualism, which refers to the stark division between a small, protected, and high-wage formal or organized sector and a vast, unregulated, and low-wage informal or unorganized sector. This segmentation is a fundamental feature, with the informal sector absorbing the majority of the workforce. Consequently, a large proportion of Indian labour operates outside the purview of labour laws and social security nets. Another key characteristic is the prevalence of wage disparities, not only between the formal and informal sectors but also based on gender, region, and skill level. Labour mobility, both geographical and occupational, tends to be low, constrained by social factors, lack of information, and the costs associated with relocation. Furthermore, the market is characterized by a surplus of labour, particularly of the unskilled and semi-skilled variety, which exerts downward pressure on wages and weakens the bargaining power of workers. These features collectively contribute to the persistence of low-quality employment and working poverty, making the goal of decent work for all a formidable challenge for the nation.

Based on the above source, attempt the following five questions.

266. What does the concept of 'dualism' in the context of the Indian labour market refer to?
(A) The division between agricultural and industrial labour
(B) The coexistence of a small formal sector and a large informal sector
(C) The contrast between public and private sector employment
(D) The difference in labour participation between males and females

267. According to the passage, a major consequence of the dominance of the informal sector is that:
(A) The workforce becomes highly skilled and organized.
(B) The majority of workers lack access to social security and legal protection.
(C) Wage disparities between genders are eliminated.
(D) Geographical and occupational mobility of labour increases significantly.

268. The passage suggests that the surplus of unskilled labour in India primarily leads to:
(A) Downward pressure on wages and reduced worker bargaining power
(B) A rapid increase in overall productivity
(C) An expansion of the formal, organized sector
(D) A decrease in wage disparities across regions

269. Which of the following is identified as a factor constraining labour mobility in the Indian market?
(A) The widespread availability of high-speed internet
(B) Generous government-sponsored relocation grants
(C) Social factors and the costs associated with moving
(D) The uniform wage structure across the country

270. The collection of characteristics described in the passage contributes to which overarching problem?
(A) A severe shortage of labour in all sectors
(B) Over-regulation of the entire labour market
(C) The rapid decline of the informal economy
(D) The persistence of low-quality employment and working poverty

Direction : Please read the following source carefully.

Labour markets can be theoretically segmented into various types based on their operational characteristics and the nature of jobs they encompass. A prominent classification distinguishes between the primary and secondary labour markets. The primary labour market is characterized by jobs with high wages, good working conditions, stability, chances for advancement, and equitable administration of work rules. These jobs are typically found in the formal, organized sector and require a certain level of skill and education. Conversely, the secondary labour market consists of jobs with low wages, poor working conditions, high turnover, little job security, and arbitrary supervision.

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283. The passage suggests that a potential drawback of the labour market in a socialist system is:
(A) High levels of cyclical unemployment
(B) Inefficiencies due to a lack of market-based incentives
(C) The absence of any form of job security
(D) Extreme wage inequality driven by market forces

284. How does the passage describe the labour market in a mixed economic system like India's?
(A) It is a hybrid influenced by both market forces and state policies.
(B) It is completely controlled by central planning authorities.
(C) It is entirely free from any government intervention.
(D) It is characterized by the complete absence of a private sector.

285. The role of the state in a capitalist labour market is typically described as being:
(A) The main employer and wage-setter
(B) Responsible for allocating all labour resources
(C) Primarily focused on enforcing contracts and providing a legal framework
(D) Aimed at eliminating all private enterprise

Direction : Please read the following source carefully.

The problems of labour in India are multifaceted, with economic issues being particularly deep-rooted and pervasive. A central problem is the prevalence of low wages, which affects a large segment of the workforce, especially in the unorganized sector and agriculture. This issue is intrinsically linked to low productivity, which stems from factors such as inadequate skill development, poor health and nutrition of workers, and the use of outdated technology in many industries. The dominance of the unorganized sector, where the majority of Indians work, means that most employment is precarious, lacking formal contracts, benefits, and legal protection. This creates a cycle of working poverty, where individuals remain poor despite being employed. Another significant problem is the non-uniform and often ineffective implementation of minimum wage laws across different states and sectors, leaving many workers vulnerable to exploitation. Furthermore, the Indian labour market struggles with absorbing the large number of new entrants who join the workforce each year, leading to high rates of youth unemployment and underemployment. The challenge is not just to create jobs, but to create jobs of sufficient quality that offer decent wages and working conditions, thereby addressing the structural problems that keep a large part of the labour force in a state of economic vulnerability.

Based on the above source, attempt the following five questions.

286. According to the passage, low wages in India are closely linked to which other economic issue?
(A) High rates of formal sector employment
(B) Over-investment in modern technology
(C) The strict enforcement of uniform minimum wages
(D) Low levels of labour productivity

287. What is identified as a primary consequence of the dominance of the unorganized sector?
(A) High wages and excellent working conditions for all
(B) A highly skilled and technologically advanced workforce
(C) The prevalence of precarious employment lacking legal protection
(D) The elimination of youth unemployment

288. The passage describes 'working poverty' as a situation where:
(A) Individuals choose not to work despite available jobs.
(B) Individuals remain poor even though they are employed.
(C) The state provides excessive welfare benefits, discouraging work.
(D) Highly skilled workers are unable to find jobs matching their qualifications.

289. What problem related to minimum wage laws is highlighted in the text?
(A) Minimum wages are set too high, causing mass unemployment.
(B) The laws are applied uniformly and rigidly across all sectors.
(C) There are no minimum wage laws in India.
(D) The implementation of these laws is non-uniform and often ineffective.

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sector
(D) Government jobs with full social security

277. A major concern associated with the rise of platform work in India is:
(A) The over-regulation of digital applications by the government
(B) The lack of flexibility for workers
(C) The decline in demand for service-based tasks
(D) The absence of social security benefits and income stability

278. According to the passage, how is automation impacting the labour market?
(A) By creating more jobs for routine manual tasks
(B) By displacing workers in routine roles and increasing demand for new skills
(C) By reducing the need for any form of human labour
(D) By strengthening traditional long-term employment models

279. What is the implied policy response to the challenges posed by automation?
(A) Banning the use of artificial intelligence in industries
(B) Focusing exclusively on creating low-skill jobs
(C) Promoting large-scale reskilling and upskilling initiatives
(D) Encouraging workers to move into the agricultural sector

280. The overall effect of the new dynamics described in the passage is the creation of a labour market that is more:
(A) Stable and predictable
(B) Rigid and structured
(C) Centered on lifelong employment with a single firm
(D) Fluid and fragmented

Direction : Please read the following source carefully.

The structure and functioning of a labour market are profoundly influenced by the prevailing economic system of a country. In a capitalist system, the labour market is primarily driven by market forces of supply and demand. Labour is treated as a commodity, and wages are determined by the interaction between private firms (demand) and individual workers (supply). The role of the state is typically limited to enforcing contracts and providing a basic legal framework, although modern capitalist economies often have regulations like minimum wages and unemployment benefits. In contrast, in a centrally planned socialist system, the state is the principal employer and allocator of labour. Labour allocation is not determined by market signals but by central planning authorities based on national production targets. Wages are set by the state, and employment is often guaranteed, eliminating cyclical unemployment but potentially leading to inefficiencies and a lack of worker motivation. A mixed economic system, which characterizes India, combines elements of both. Here, a significant private sector coexists with a substantial public sector. The labour market is influenced by both market forces and government intervention, which includes direct employment in public sector undertakings, extensive labour legislation, and policies aimed at social welfare and employment generation. This hybrid model seeks to balance market efficiency with social equity.

Based on the above source, attempt the following five questions.

281. In a purely capitalist economic system, what is the primary mechanism for wage determination?
(A) The interaction of market forces of supply and demand
(B) Central planning authorities setting national wage scales
(C) The state-owned enterprises' profitability
(D) Collective bargaining by state-controlled trade unions

282. What is a defining characteristic of the labour market in a centrally planned socialist system?
(A) Labour is allocated based on market signals and profitability.
(B) The state acts as the principal employer and allocates labour.
(C) Private firms are the primary drivers of job creation.
(D) Wages are determined through individual negotiation with employers.

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These are often located in the informal sector. Another important distinction is between internal and external labour markets. An internal labour market exists within a single firm, where vacancies are filled through the promotion or transfer of existing employees. This fosters loyalty and skill development specific to the firm. An external labour market, on the other hand, operates in the traditional sense, where firms fill vacancies by hiring individuals from outside the organization. Labour markets can also be categorized based on skill, such as markets for skilled, semi-skilled, and unskilled labour, each with its own supply, demand, and wage-determination dynamics.

Based on the above source, attempt the following five questions.

271. Which set of characteristics best describes the primary labour market?
(A) Low wages, high turnover, and arbitrary supervision
(B) Jobs exclusively in the agricultural sector
(C) High wages, job stability, and opportunities for advancement
(D) Employment filled only by hiring from outside the firm

272. A firm that prioritizes filling vacancies by promoting its current employees is operating within what type of market?
(A) A secondary labour market
(B) An internal labour market
(C) An unskilled labour market
(D) An external labour market

273. The secondary labour market is most commonly associated with which of the following?
(A) The formal, organized sector
(B) High levels of job security and benefits
(C) Jobs requiring advanced education and skills
(D) The informal, unorganized sector

274. The distinction between an internal and an external labour market is primarily based on:
(A) The source from which a firm fills its vacancies
(B) The geographical location of the jobs
(C) The skill level required for the position
(D) The gender composition of the workforce

275. According to the passage, segmenting the labour market by skill level implies that:
(A) All workers receive the same wage regardless of skill.
(B) There is no demand for unskilled labour.
(C) Each skill category has its own distinct market dynamics.
(D) Internal labour markets are only for unskilled workers.

Direction : Please read the following source carefully.

The Indian labour market is currently undergoing a significant transformation, driven by new dynamics that are reshaping traditional employment relationships. A key trend is the rise of the 'gig economy,' characterized by short-term contracts or freelance work as opposed to permanent jobs. This includes a burgeoning population of platform workers who connect with clients through digital applications for services ranging from transportation to food delivery. While this offers flexibility and new earning avenues, it also raises concerns about income instability and the absence of social security benefits typically associated with formal employment. Another powerful dynamic is the increasing pace of automation and the adoption of artificial intelligence, which threatens to displace workers in routine, manual, and cognitive tasks. This necessitates a massive push towards reskilling and upskilling the workforce to prepare them for the jobs of the future, which will demand higher-order cognitive skills, creativity, and technological proficiency. These new dynamics are creating a more fluid and fragmented labour market, moving away from the standard model of long-term, stable employment. The challenge for India is to harness the opportunities presented by these changes while creating an inclusive framework that provides adequate protection and support for workers in this new era of work.

Based on the above source, attempt the following five questions.

276. The term 'gig economy,' as described in the passage, primarily refers to a system based on:
(A) Short-term contracts and freelance work
(B) Permanent, long-term employment contracts
(C) Employment exclusively in the agricultural

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290. The passage argues that the core employment challenge for India is not just job creation, but also:
(A) Creating jobs of sufficient quality with decent wages
(B) Increasing the size of the agricultural workforce
(C) Reducing the number of new entrants to the labour market
(D) Discouraging skill development to keep wages low

Direction : Please read the following source carefully.

Beyond purely economic concerns, labour in India faces a host of significant problems related to social security and working conditions. A vast majority of the workforce, particularly those in the unorganized sector, are excluded from any form of social security net. This means they lack access to health insurance, maternity benefits, pension schemes, and disability compensation, making them extremely vulnerable to economic shocks, illness, and old age. The working conditions for many are often hazardous and exploitative. Issues such as excessively long working hours, lack of safety measures in factories and construction sites, and unhygienic work environments are widespread. The absence of effective grievance redressal mechanisms further exacerbates the plight of these workers, leaving them with little recourse against unfair labour practices. Child labour, despite being legally prohibited in many forms, persists as a serious problem, depriving children of education and a healthy childhood. Another critical issue is the challenge of ensuring social protection for workers in the new dynamics of the labour market, such as gig and platform workers, who fall outside the traditional employer-employee relationship and are thus often denied statutory benefits. Crafting and implementing a comprehensive social security system that covers all workers is a fundamental challenge for Indian policy.

Based on the above source, attempt the following five questions.

291. What is the primary reason for the vulnerability of unorganized sector workers as stated in the passage?
(A) They receive excessively high wages.
(B) They are covered by multiple, overlapping pension schemes.
(C) They are excluded from social security nets like health insurance and pensions.
(D) They work very few hours per week.

292. Which of the following is mentioned as a common problem related to working conditions in India?
(A) Lack of safety measures and long working hours
(B) Over-enforcement of safety regulations
(C) The mandatory provision of air-conditioned workplaces
(D) The universal availability of effective grievance redressal mechanisms

293. The passage identifies the persistence of which illegal practice as a serious problem for labour?
(A) The formation of trade unions
(B) The payment of high bonuses
(C) The provision of maternity benefits
(D) The employment of child labour

294. According to the text, why do gig and platform workers present a new challenge for social protection?
(A) Because they earn exceptionally high and stable incomes.
(B) Because they fall outside the traditional employer-employee relationship.
(C) Because they are all employed by the government.
(D) Because they are already covered by comprehensive international labour laws.

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295. The overarching challenge for Indian policy, as inferred from the passage, is to:
(A) Abolish all forms of social security to promote self-reliance.
(B) Restrict social security to only formal sector employees.
(C) Develop a social security system that is inclusive of all workers.
(D) Outsource the management of social security to private corporations.

Direction : Please read the following source carefully.

The theoretical underpinnings of the labour market are rooted in the economic principles of

find matches, making perfect information an unrealistic assumption.

8. (A) Both A and R are true and R is the correct explanation of A.
The labour market operates differently from typical commodity markets because human effort is fundamentally tied to the individual providing it. Since labour is inseparable from the labourer, various psychological, social, and emotional factors directly impact productivity and employment relationships. This inherent connection means that human welfare and dignity are inseparable from the economic transaction. These human dimensions necessitate specialized regulations and institutional frameworks that are unnecessary for inert goods.

9. (C) An abstract concept representing the interaction of workers seeking jobs and employers seeking workers.
The labour market is best understood as an abstract economic concept representing the various ways job seekers and employers interact. It encompasses the processes through which services are exchanged for wages and benefits. This market is not restricted to a single physical location or a specific government agency. Instead, it functions as a broad system of interactions that determine employment levels and compensation rates across the entire economy through various channels.

10. (A) The concept of derived demand for labour.
The demand for labour is considered a derived demand because firms hire workers primarily to produce goods or services that consumers want to buy. When consumer demand for a specific product, such as automobiles, decreases, the necessity for the labour required to manufacture those items also declines. Consequently, manufacturers reduce their workforce in response to market conditions. This illustrates that employment levels are inherently linked to external product market fluctuations.

11. (A) 1 and 3 only
Labour exhibits unique economic properties that distinguish it from other factors of production. It is inherently perishable because time spent without working cannot be stored or recovered. Furthermore, labour is inseparable from the worker, meaning the service and the individual providing it move together. Conversely, the supply of labour typically responds to wage changes, and significant barriers often prevent perfect mobility between different occupations or distant geographical regions within an economy.

12. (A) Both Statement I and Statement II are true.
Unlike one-time transactions for physical raw materials, the employment relationship often involves a continuous and long-term attachment between the employer and the employee. This ongoing connection is built on mutual expectations of loyalty, professional development, and career progression. Because human capital grows over time, firms benefit from maintaining stable relationships with their workforce. These social and organizational dimensions create a more complex interaction than simple market trades for inanimate commodities.

13. (C) The potential for increased labour productivity and long-term returns.
Employers often view investments in training as a strategic move to enhance the quality of human capital within their organization. Although providing specialized skill development involves an initial financial outlay, it is expected to generate significant long-term returns through improved efficiency and higher output. This decision acknowledges that labour is not a static resource but one that can be improved over time. Enhancing worker capabilities directly contributes to the firm's overall competitive advantage.

14. (A) 1, 2, and 4
Labour markets often exhibit localized characteristics where geographical proximity matters for hiring. Wages are frequently determined through complex bargaining and negotiation processes between employers and employees rather than simple price signals. Furthermore, government interventions, such as the implementation of minimum wage laws, are common to ensure worker welfare. These features distinguish labour markets from perfectly competitive models where homogeneous services are traded freely without institutional constraints or any significant form of state regulation.

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1. (B) The economic mechanism where job allocation and wage rates are determined by interactions between demand and supply.
A labour market functions as an economic mechanism where the allocation of jobs and the determination of wage rates occur through the dynamic interaction between the supply of labour and the demand for it. Unlike a physical marketplace, this abstract concept encompasses all arrangements where employers seek workers and individuals offer their services. It serves as the primary system for distributing human resources across various productive sectors.

2. (A) Non-monetary factors, such as working conditions and job satisfaction, play a significant role.
Labour markets are uniquely characterized by the significant influence of non-pecuniary elements alongside monetary wages. Factors such as workplace safety, job satisfaction, and overall working conditions heavily dictate worker preferences and decisions. Because labour is inseparable from the person, the environment in which services are provided is as critical as the financial compensation offered. This distinction separates human effort from traditional, inert commodities found in other markets.

3. (C) The role of non-pecuniary considerations.
Human decision-making in employment often prioritizes non-monetary benefits over maximum financial gain. When an individual chooses better work-life balance and skill growth opportunities over a higher salary, it highlights the importance of non-pecuniary considerations. These aspects encompass the quality of the work environment and personal well-being. Such preferences illustrate that the labour market involves complex human choices that extend far beyond simple wage maximization.

4. (D) The supply of labour can be perfectly adjusted to changes in demand.
Labour possesses unique characteristics that distinguish it from other factors of production, such as being inherently inseparable from the individual worker. Unlike machinery or capital, the supply of labour cannot be instantly or perfectly adjusted to meet sudden fluctuations in demand. Training time, demographic shifts, and geographical constraints create significant lags in supply responses. This inelasticity in the short run is a fundamental economic property of human services.

5. (A) P-3, Q-1, R-4, S-2
The labour market comprises several distinct features that define its operation. Heterogeneity implies that every worker possesses unique skills and efficiency levels, making them imperfect substitutes. Derived demand signifies that workers are hired based on the market requirements for the final goods they produce. Imperfect mobility occurs when geographical or social barriers prevent easy job transitions. Finally, inseparability requires the physical presence of the worker to perform the service.

6. (B) A day's labour lost cannot be recovered.
Perishability is a critical economic characteristic of labour, referring to the fact that human effort cannot be stored or saved for future use. If a worker does not provide services on a specific day, the potential output from that time is lost forever and cannot be recovered. This distinguishes labour from physical goods that can be inventoried. This inherent time-sensitivity creates a sense of urgency for employment.

7. (D) Perfect information is a common characteristic, with both employers and employees knowing all available opportunities.
Real-world labour markets are characterized by significant information asymmetry and high search costs. Both employers and job seekers frequently lack complete data regarding all available vacancies, specific skill requirements, or prevailing wage rates across different sectors. This lack of transparency leads to frictions and inefficiencies. Unlike commodity markets with standardized pricing, labour market participants must invest substantial time and effort to

wages results in a 5% reduction in employment. This inverse relationship is fundamental to understanding how wage policies or market shifts affect the total number of jobs.

52. (D) The sum of persons who are employed and those who are unemployed but actively seeking work.
In economic terms, the labour force represents the total segment of the population that is currently active within the job market. This group includes individuals who are currently gainfully employed in various sectors and those who are without a job but are available and actively searching for work. It excludes those not seeking employment, such as retirees, students, or those performing unpaid domestic duties. This metric is vital for understanding the economic participation level of a nation.

53. (C) A smaller proportion of the working-age population is either working or seeking work.
A decline in the labour force participation rate indicates that a higher percentage of the working-age population has moved out of the active workforce. This occurs when individuals stop searching for work or choose not to work for various reasons, such as pursuing further education or retiring early. Even if the total number of people remains the same, a lower participation rate means there are fewer people available to contribute to the formal economy's productive output and growth.

54. (B) A decline in the share of the primary sector and a significant increase in the share of the tertiary (services) sector.
Over the past several decades, the Indian economy has experienced a structural shift in its workforce distribution. There has been a gradual move away from the primary sector, which is dominated by agriculture, toward the tertiary or services sector. This trend reflects the growing importance of service industries like information technology, finance, and retail in the national economy. While the industrial sector has also grown, the expansion of the services sector has been the most prominent feature of this transition.

55. (A) P-2, Q-1, R-4, S-2
The Indian workforce is classified into several categories based on employment status. Self-employed individuals operate their own enterprises, while regular salaried employees receive steady wages from an employer. Casual labourers are engaged on a daily or periodic basis without long-term contracts. Unpaid family workers contribute to family-run businesses without direct monetary compensation. Mapping these roles correctly is essential for understanding the diverse and often informal nature of the Indian labour market and its complex social and economic structures.

56. (A) Small-scale operations, lack of formal contracts, and absence of social security.
The informal or unorganised sector in India is defined by enterprises that operate on a small scale and typically lack official registration. Workers in this sector generally do not have written employment contracts, fixed working hours, or access to essential social security benefits like pensions and health insurance. This sector employs the vast majority of the Indian workforce, highlighting a significant challenge in providing legal protections and stable livelihoods for a large portion of the working population.

57. (C) The percentage of the working-age population that is in the labour force (i.e., either working or looking for work).
The Labour Force Participation Rate is a key demographic indicator that measures the proportion of a country's working-age population actively engaged in the economy. It includes both the currently employed individuals and those who are unemployed but searching for jobs. This rate provides insight into the size of the available workforce relative to the population that could potentially work. Factors such as education levels, social norms, and economic opportunities significantly influence this participation level over time.

58. (A) Both A and R are true and R is the correct explanation of A.
In India, the significantly lower participation of women in the formal labour force is driven by a combination of social and economic factors. Traditional gender roles often place a heavy burden of domestic responsibilities and caregiving on women, limiting their availability for paid employment. Additionally, concerns regarding safety and a lack of flexible, suitable job

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15. (A) Inseparability of labour - A worker must physically be present to provide service.
The concept of inseparability highlights that labour power cannot be detached from the person providing it. Unlike physical goods that can be shipped independently, the delivery of labour services requires the physical presence and active participation of the worker at the point of production. This unique characteristic profoundly influences the employment relationship, as the working environment and conditions directly affect the individual. This distinguishes human effort from all other transportable factors of production.

16. (B) The division of the general labour market into distinct, non-competing sub-sectors with unique characteristics.
Labour market segmentation refers to the structural division of the workforce into separate segments that operate under different rules and conditions. Often divided into primary and secondary sectors, these segments exhibit limited mobility between them. The primary sector offers stable, high-paying jobs with benefits, while the secondary sector consists of low-wage, insecure positions. This fragmentation means that workers in different segments do not directly compete with each other, leading to persistent inequalities.

17. (B) 2, 4, 1, 3
Economic thought regarding the labour market evolved through distinct phases. The classical view initially emphasized self-correcting mechanisms and flexible wages. Neoclassical economists then focused on the marginal productivity theory of wages. Following the Great Depression, Keynesian analysis introduced the importance of aggregate demand and the possibility of involuntary unemployment. More recently, segmented labour market theories emerged to explain the structural divisions and persistent inequalities found within modern economies. This progression reflects changing economic realities.

18. (A) Wage Differential - Equal pay for all workers in all jobs.
Wage differentials represent the variations in pay levels observed between different jobs, industries, or groups of workers. These differences typically arise from variations in skill requirements, working conditions, risk levels, and the demand-supply balance for specific types of labour. The concept does not imply equal pay; rather, it explains why some roles command higher compensation than others. Understanding these gaps is essential for analyzing income inequality and the incentives that drive workers toward specific occupations.

19. (C) The principle of entropy from physics.
The operation of the labour market is shaped by a variety of socio-economic and institutional factors. Legal frameworks, the bargaining power of trade unions, and prevailing social norms all play crucial roles in determining employment terms and wage levels. However, purely physical principles such as entropy are irrelevant to the human and economic interactions that define labour relations. The market is fundamentally a social construct influenced by policy, culture, and organizational behavior rather than the laws of thermodynamics.

20. (D) The individual's decision to supply labour involves a trade-off between work and leisure.
Labour supply is determined by individual choices regarding how to allocate limited time between earning income and enjoying leisure activities. As wages change, workers evaluate the opportunity cost of their time, leading to changes in the hours they are willing to work. This decision is influenced by both the incentive to earn more and the desire for free time. Unlike physical commodities, human labour supply depends on complex personal preferences and demographic characteristics.

21. (C) The demand for labour depends on the demand for the product or service that the labour produces.
The concept of derived demand explains that the need for workers in any industry is directly linked to the consumer demand for the goods or services they help create. Firms do not hire labour as an end in itself; instead, they employ workers as a means to produce items that generate revenue. Consequently, shifts in product market trends significantly influence employment levels and hiring decisions. This relationship forms the basis for analyzing workforce fluctuations.

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demand and supply. The demand for labour by firms is fundamentally a derived demand; it is not sought for its own sake but for its contribution to producing goods and services that consumers will purchase. A profit-maximizing firm will continue to hire labour up to the point where the marginal revenue product of labour (MRPL) equals the wage rate (W). The MRPL is the additional revenue generated by hiring one more unit of labour. The market demand curve for labour is the horizontal summation of the demand curves of all individual firms. On the other side, the supply of labour is determined by the decisions of individuals. The total supply of labour in an economy depends on factors like the size of the population, the age structure, and the labour force participation rate—the proportion of the working-age population that is either employed or actively seeking employment. For an individual, the decision to supply labour involves a trade-off between work (which generates income) and leisure. The wage rate acts as the price of leisure; a higher wage increases the opportunity cost of leisure, typically encouraging more work (substitution effect), but also increases income, allowing the individual to 'buy' more leisure (income effect).

Based on the above source, attempt the following five questions.

296. The demand for labour is called a 'derived demand' because it depends on:
(A) The wage rate offered by the firm
(B) The supply of available workers
(C) The government's labour market regulations
(D) The demand for the goods and services labour produces

297. A profit-maximizing firm will hire additional workers until which condition is met?
(A) Marginal Revenue Product of Labour is equal to the Wage Rate (MRPL = W)
(B) Marginal Revenue Product of Labour is greater than the Wage Rate (MRPL > W)
(C) Marginal Revenue Product of Labour is less than the Wage Rate (MRPL < W)
(D) Total revenue is equal to total cost

298. The labour force participation rate is defined as the proportion of the:
(A) Total population that is employed
(B) Working-age population that is employed or actively seeking employment
(C) Total population that is of working age
(D) Working-age population that is enrolled in education

299. In the context of an individual's labour supply decision, the wage rate represents the:
(A) Total income earned per year
(B) Opportunity cost of leisure
(C) Price of goods and services
(D) Marginal product of capital

300. The substitution effect of a wage increase encourages an individual to:
(A) Work more due to the higher opportunity cost of leisure.
(B) Work less and consume more leisure.
(C) Demand higher-quality goods and services.
(D) Seek a different job in a new industry.

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The demand for labour is considered a derived demand because it is a direct consequence of the demand for the final products that labour creates. Firms require workers solely to fulfill the production needs generated by consumer interest in their offerings. If there is no demand for a company's output, its demand for employees will vanish. This highlights that employment is a means to an end in the production process, rather than a primary demand.

30. (B) P-3, Q-4, R-2, S-1
Several core concepts define labour market dynamics. The substitution effect suggests that higher wages increase the opportunity cost of leisure, motivating individuals to work more. Conversely, the income effect indicates that higher earnings may lead people to work less as they can afford more leisure. Elasticity measures how sensitive the quantity of labour demanded is to wage changes. Finally, the participation rate tracks the percentage of the working-age population active in the labour force, reflecting overall economic engagement.

31. (A) The income effect (desiring more leisure) may outweigh the substitution effect (desiring more income).
An individual labour supply curve may bend backward at exceptionally high wage rates due to the interaction between income and substitution effects. Initially, higher wages encourage more work as leisure becomes more expensive. However, once a certain income level is achieved, the desire for leisure may increase because the individual can afford to work fewer hours while maintaining a high standard of living. When this income effect dominates, the total hours of labour supplied by the individual will decrease.

32. (B) The market supply of labour is the horizontal summation of all individual supply curves.
The aggregate market supply curve for labour is constructed by adding together the quantities of labour provided by every individual worker at each possible wage level. While individual supply curves can sometimes bend backward, the market-wide curve is typically upward-sloping because higher wages attract new participants into the workforce. This summation process accounts for the total human resources available to firms within a specific industry or across the entire economy at various levels of compensation.

33. (A) Both A and R are true and R is the correct explanation of A.
The demand curve for labour is downward sloping, reflecting the inverse relationship between the wage rate and the quantity of workers firms are willing to hire. As wages fall, the cost of production decreases, making it profitable for companies to expand their workforce. This behavior is based on the principle of diminishing marginal productivity, where each additional worker contributes less to total output. Consequently, firms will only hire more individuals if the cost of doing so is lower.

34. (A) An upward shift or an increase in the demand for labour.
Technological innovations that enhance the productivity of workers make each hour of labour more valuable to the firm. When workers become more efficient, their marginal revenue product increases, leading employers to demand more labour at any given wage rate. This causes the entire demand curve to shift to the right. Such advancements generally improve the economic value of human effort, provided the technology complements rather than entirely replaces the tasks performed by the human workforce.

35. (C) The demand for labour is a direct demand, not a derived demand.
It is factually incorrect to state that the demand for labour is a direct demand. In economic theory, firms hire workers as a factor of production to satisfy the consumer demand for the final goods or services produced. Therefore, the demand for human services is always derived from the market conditions of the products they create. Factors such as labour productivity and the elasticity of the final product's demand significantly influence how many workers a firm will seek to employ.

36. (A) 1 and 2 only
The elasticity of demand for labour is higher when the demand for the final product is highly responsive to price changes. Additionally, if it is easy for a firm to substitute other factors, such as capital or machinery, for human workers, the demand for labour becomes more elastic. In these situations, even small increases in wages

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can lead to a significant reduction in the number of workers hired, as firms either lose customers or switch to alternative production methods.

37. (C) An increase in the overall supply of labour.
When more women decide to enter the job market and actively seek employment, the total number of individuals available for work in the economy rises. This shift directly increases the aggregate supply of labour, represented by a rightward shift in the supply curve. While this increase can influence wage rates and employment levels, its immediate effect is the expansion of the potential workforce. This demographic change is often driven by evolving social norms and improved access to education.

38. (B) Substitute work for leisure because leisure is now relatively more expensive.
The substitution effect of a wage increase occurs because the higher pay raises the opportunity cost of not working. Since an hour of leisure now costs more in terms of lost income, individuals have a financial incentive to reduce their free time and increase their hours of work. This effect generally pushes the labour supply curve upward. It reflects the basic economic principle that people tend to choose more of an activity when its relative reward increases compared to alternatives.

39. (A) 1, 2, 3, and 4
The supply of labour in an economy is shaped by several demographic and social factors. The size and age structure of the population determine the pool of potential workers, while individual decisions are influenced by prevailing wage rates and personal attitudes toward work and leisure. Furthermore, the labour force participation rate reflects how many eligible people are actually engaged in the market. While product demand influences the demand for labour, it does not directly determine the supply side of the market.

40. (A) Wages for software engineers will tend to increase.
When the demand for a specific skill increases while the available supply of qualified professionals remains limited, a shortage occurs in the market. To attract and retain the necessary talent, employers must offer higher compensation, leading to an upward trend in wages. In the short run, the inability to quickly train new specialists prevents the supply from expanding immediately. This market pressure continues until the higher wages eventually encourage more people to enter the field or find alternative solutions.

41. (C) Statement I is true, but Statement II is false.
Although individual supply curves may exhibit a backward-bending shape at very high income levels, this characteristic is rarely dominant in the aggregate market supply curve. For the economy as a whole, higher wages typically attract new workers into the labour market and encourage existing workers to provide more hours. Consequently, the market supply curve for labour generally remains upward-sloping. The entry of new participants usually outweighs any reduction in hours by individuals who choose more leisure at higher pay.

42. (A) A decrease in the wages of textile workers.
A fall in consumer demand for textiles reduces the revenue-generating potential of the workers who produce them, leading to a decrease in the demand for their labour. As the demand curve for textile workers shifts to the left, both the equilibrium wage rate and the level of employment in that industry are likely to decline. This illustrates how fluctuations in the product market directly impact the economic outcomes for the labour force involved in production.

43. (D) The choice to reduce work hours and increase leisure time after achieving a specific target income level.
The income effect describes a situation where a wage increase makes workers wealthier, allowing them to afford more of all goods, including leisure. Once a person achieves a comfortable standard of living, they may value additional free time more than the extra income earned from working more hours. In this case, the individual might choose to work less as their pay rises. This effect works in the opposite direction of the substitution effect and can lead to a backward-bending supply curve.

44. (B) Highly inelastic in the short run due to long training periods and specific skills required.
Occupations that require specialized skills and extensive education, such as neurosurgery, face

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a highly inelastic labour supply in the short term. Because it takes many years to train new professionals, the number of qualified individuals cannot quickly increase even if wages rise significantly. This limited flexibility means that the supply of such workers remains relatively constant regardless of immediate pay changes. Over time, higher wages may attract more students to the field, but the lag is substantial.

45. (C) Shift the labour supply curve to the right.
An influx of working-age immigrants into a country increases the total number of people available and willing to work at any given wage rate. This expansion of the workforce directly results in a rightward shift of the aggregate labour supply curve. As more individuals compete for available positions, the overall capacity of the economy to produce goods and services expands. This demographic shift is a major factor influencing long-term economic growth and the dynamics of the local job market.

46. (D) The number of workers seeking employment.
The demand for labour is determined by firms based on the productivity of the workers, the market price of the final goods produced, and the cost of alternative inputs like capital. These factors establish how many employees a company is willing to hire at various wage levels. While the number of workers seeking jobs defines the supply side of the market, it does not directly dictate the firm's demand. Demand represents the employer's willingness and ability to pay for services.

47. (A) The quantity of labour supplied equals the quantity of labour demanded at a specific wage rate.
Labour market equilibrium occurs at the wage level where the number of hours workers are willing to provide exactly matches the number of hours employers wish to hire. At this point, there is neither a surplus of workers nor a shortage of available labour. This balance represents a state of stability where market forces have resolved any immediate pressures for wage adjustments. Achieving this equilibrium is a central concept in analyzing how wages and employment levels are determined in competitive markets.

48. (B) The substitution of capital for labour, affecting the demand for data entry clerks.
When a company adopts automated software to perform tasks previously handled by human employees, it is substituting capital for labour. This technological change reduces the firm's requirement for specific human roles, leading to a leftward shift in the demand curve for those workers. Such shifts occur when new technology provides a more cost-effective or efficient way to achieve the same output. This process highlights how innovation can alter the workforce composition and create challenges for certain occupational groups.

49. (B) A change in the wage rate.
A movement along the labour demand curve occurs only when the wage rate changes while all other influencing factors remain constant. This reflects the change in the quantity of labour demanded in response to its own price. In contrast, factors like technological progress, changes in product prices, or the costs of other production inputs cause the entire demand curve to shift. Distinguishing between movements along the curve and shifts of the curve is essential for accurate economic analysis and forecasting.

50. (A) Higher wages can lead to increased worker productivity, loyalty, and reduced turnover.
The efficiency wage theory suggests that firms may find it profitable to pay employees more than the standard market-clearing wage. By offering superior compensation, employers provide a strong incentive for workers to exert more effort and remain loyal to the organization. This approach can reduce the significant costs associated with recruiting and training new staff while also attracting more capable applicants. Ultimately, the gains in productivity and reduced turnover can outweigh the higher payroll expenses incurred by the firm.

51. (C) A 5% decrease in the quantity of labour demanded.
The wage elasticity of demand measures the responsiveness of the quantity of labour demanded to a change in the wage rate. When elasticity is -0.5, it indicates that the percentage change in labour demand will be half of the percentage change in wages, moving in the opposite direction. Therefore, a 10% increase in

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22. (C) Statement I is true, but Statement II is false.
The labour market operates through a complex network of institutions that facilitate the exchange of services between workers and employers. These institutions, including employment agencies, trade unions, and legal frameworks, are not external to the market. Instead, they are integral components that shape how wages are negotiated and how jobs are allocated. By providing structure and information, these institutions directly influence the efficiency and outcomes of the labour exchange process within the economy.

23. (D) The employment relationship typically involves a longer-term and more personal connection.
While commodity markets often involve impersonal, one-time transactions, the labour market is characterized by ongoing relationships between buyers and sellers. Hiring a worker involves a commitment that extends beyond the initial exchange, encompassing expectations of performance, growth, and loyalty. Because labour is inseparable from the human being, the personal interaction and social environment are critical components of the transaction. This personal dimension makes labour contracts fundamentally different from agreements for inanimate goods or services.

24. (A) Labour market segmentation.
Labour market segmentation occurs when the overall market is divided into distinct sub-sectors that operate under different wage structures and employment conditions. This division explains why workers with similar skills may receive significantly different compensation depending on the industry or segment they enter. Barriers to mobility between these segments prevent wage equalization. This fragmentation often results from institutional factors, discrimination, or varying levels of technological advancement across different parts of the national economy.

25. (C) Workers are not perfect substitutes for one another.
The heterogeneity of labour signifies that every individual worker possesses a unique combination of skills, education, experience, and innate abilities. Because of these differences, one worker cannot be perfectly replaced by another without affecting productivity or output quality. This lack of perfect substitutability means that employers must carefully select candidates and that wage rates can vary significantly based on specific human capital traits. This diversity is a fundamental characteristic that complicates labour market modeling.

26. (A) The determination of the price of final consumer goods.
The primary functions of a labour market involve the allocation of human resources and the determination of wages and benefits. It provides the framework through which workers find employment and firms acquire the necessary talent for production. While the costs of labour influence the final price of goods, those prices are actually determined in product markets, not the labour market itself. The labour market focuses specifically on the exchange of services and the institutional influences on employment.

27. (D) The problem of monitoring and incentives.
Unlike inanimate objects, human workers possess agency and can vary the amount of effort they exert on the job. This creates a management challenge where firms must develop effective monitoring systems and incentive structures to ensure high productivity. Because the actual performance can differ from the time contracted, employers use various strategies like performance-based pay or supervision to align worker behavior with organizational goals. This human element introduces complexities that do not exist in standard commodity markets.

28. (B) Wage rate.
In economic analysis, the wage rate serves as the price for labour services exchanged within the market. It represents the compensation paid by employers to workers for a specific unit of time or output. Like prices in other markets, the wage rate is influenced by the interaction of demand from firms and the supply from individuals. It acts as a crucial signal for the allocation of human resources across different occupations and sectors of the economy.

29. (C) Labour is a factor of production, and its demand stems from the demand for the goods it helps produce.

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opportunities further discourage participation. Addressing these structural and cultural barriers is essential for improving gender equality and fully utilizing the country's demographic potential.

59. (D) A large proportion of the workforce is classified as self-employed or casual labour.
The Indian labour market is predominantly characterized by informal employment arrangements rather than stable, formal sector jobs. A significant majority of workers are either self-employed, often in subsistence agriculture or small retail, or engaged as casual labourers on a daily basis. These roles typically lack formal contracts and social security benefits. This composition highlights the vulnerability of much of the workforce and the persistent challenge of expanding high-quality, organized employment opportunities across the national economy.

60. (B) Self-employed
Self-employment remains the most common form of economic activity in India, particularly within rural communities. Many individuals work on their own small farms or operate micro-enterprises, serving as their own employers. This high prevalence of self-employment often results from a lack of formal job opportunities in the organized sector. While it provides a source of livelihood, such work is frequently characterized by low productivity, irregular income, and an absence of institutional support or social protections.

61. (C) 1, 2, and 4
The Indian labour force is defined by several distinctive features, including a heavy reliance on the primary sector and the overwhelming dominance of the informal economy. Furthermore, widespread underemployment remains a critical issue, where many individuals work in roles that do not fully utilize their skills or provide sufficient income. In contrast, the labour force participation rate for women in India is notably much lower than that for men, reflecting significant socio-economic barriers and traditional gender roles.

62. (D) The number of employed persons per 1000 persons in the population.
The worker population ratio is a crucial statistical measure used to assess the actual level of employment within a society. It is calculated as the number of persons currently employed for every thousand people in the total population. This ratio helps economists understand how much of the population is actively contributing to the production of goods and services. A higher ratio generally indicates better employment health and greater economic engagement by the citizens within that specific demographic or region.

63. (A) Both Statement I and Statement II are true.
India's labour market exhibits a sharp rural-urban divide, with significant differences in the types of jobs available and the average earnings of workers. Rural areas remain heavily dependent on agriculture and casual labour, while urban centers offer more opportunities in the service and industrial sectors. Furthermore, most of the growth in service sector employment has been concentrated in cities, attracting skilled workers and contributing to regional economic disparities and the ongoing process of internal migration.

64. (B) 2 and 3
While the services sector has become the largest contributor to India's total economic output, the agricultural sector continues to employ the largest single share of the national workforce. This mismatch indicates a significant difference in labour productivity across sectors. Most workers in India remain in informal employment, and the share of the formal sector remains relatively small. Additionally, female participation rates are generally higher in rural areas than in cities, often due to agricultural involvement and economic necessity.

65. (B) Widespread disguised unemployment and underemployment in the agricultural sector.
The persistent high concentration of the workforce in agriculture, even as its contribution to the economy's total value declines, signals significant inefficiencies. This situation leads to disguised unemployment, where more people are engaged in farming than are actually needed to maintain current production levels. Many workers remain in the sector due to a lack of better opportunities elsewhere, resulting in very low marginal productivity. This structural

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imbalance is a primary cause of rural poverty and economic underutilization.

66. (A) A situation where GDP grows at a healthy rate, but employment growth is slow or negligible.
Jobless growth occurs when an economy's total production of goods and services expands significantly without a corresponding increase in the number of jobs created. This phenomenon is often driven by improvements in technology and efficiency that allow firms to produce more with fewer workers. In the Indian context, this has raised concerns that rapid economic development may not be providing enough opportunities for the growing young population. It highlights the need for policies that specifically target job creation.

67. (A) 1, 2, 3, 4
Developing nations like India typically progress through distinct demographic and labour stages. Initially, stable but high birth and death rates characterize an agrarian economy. As healthcare improves, death rates fall, leading to a population explosion and a rapidly growing workforce. Eventually, birth rates decline, resulting in a demographic dividend where a large working-age population can drive non-agricultural growth. Finally, the population begins to age, eventually leading to a shrinking workforce and higher dependency levels in the long run.

68. (D) The dominance of informal employment, low earnings, and lack of social protection.
Despite economic growth, the overall quality of employment in India remains a major concern because most workers are concentrated in the informal sector. These jobs typically offer very low wages, no formal contracts, and absolutely no access to social security benefits like pensions or health insurance. This lack of protection makes many households vulnerable to economic shocks and health crises. The prevalence of such insecure work conditions limits the potential for inclusive growth and long-term poverty reduction.

69. (C) The main activity a person pursued for a major part of the year.
The Usual Principal Status approach is a method used in Indian employment surveys to determine a person's primary economic activity over a long reference period, typically the preceding year. Under this definition, an individual is considered employed if they spent the majority of their time engaged in work-related activities during that 365-day window. This measure provides a stable picture of employment trends and helps identify long-term patterns in the workforce, rather than temporary or seasonal fluctuations in activity.

70. (B) A greater share of regular wage/salaried employment and casual labour in non-agricultural activities.
Urban labour markets in India differ significantly from rural ones by their reliance on non-agricultural sectors for employment. In cities, a much higher proportion of the workforce is engaged in regular salaried positions or casual jobs within the industrial and service industries. While the informal sector is still prevalent in urban areas, the nature of work is more diverse, encompassing everything from corporate roles to construction labour. This structural difference drives internal migration as people seek better-paying urban opportunities.

71. (D) The rising number and proportion of women engaged in agricultural activities, often due to male out-migration.
The feminization of agriculture in India describes the increasing role of women in the farming sector, often as a result of men moving to cities for non-farm work. As male family members migrate for better opportunities, women are left to manage agricultural operations and perform most of the physical labour on the land. While this increases women's economic participation in rural areas, it also adds to their total workload without necessarily improving their legal ownership of land or resources.

72. (A) The skills possessed by the workforce do not match the skills demanded by the industry.
A skill gap occurs when the educational and vocational training received by the workforce does not align with the actual requirements of modern employers. In India, this results in a paradox where many graduates are unemployed while industries struggle to find qualified candidates for technical and specialized roles. This mismatch hinders economic growth and reduces the overall competitiveness of the nation. Addressing this issue requires significant reforms

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in the education system and a greater focus on industry-relevant vocational training.

73. (C) The large and growing share of the young and working-age population in the country.
The demographic dividend refers to the economic growth potential that results from shifts in a population's age structure, specifically when the working-age population is larger than the non-working dependent population. India is currently in a position to benefit from this dividend, as it has a vast pool of young people available to enter the workforce. If these individuals are provided with quality education, skills, and employment opportunities, they can significantly boost the nation's productivity and overall economic output.

74. (C) Statement I is true, but Statement II is false.
While it is true that the organized sector employs only a small fraction of the Indian workforce, this is not because the majority of firms are large corporations. In reality, the vast majority of Indian enterprises are very small, informal units that operate with fewer than ten workers. These small businesses often lack the resources or legal requirements to offer formal contracts and benefits. Consequently, most employment in the country remains unorganized, characterized by a lack of social security and legal protections.

75. (D) The nature of the enterprise and the provision of employment benefits and social security.
The classification of employment into formal and informal sectors is based on the legal status of the employer and the protections provided to the worker. Formal employment involves registered enterprises that provide written contracts and social security benefits like pensions and health insurance. Informal employment, which dominates the Indian economy, occurs in unregistered units or involves casual work without any legal safeguards or benefits. This distinction is crucial for analyzing worker vulnerability and the reach of government labour regulations across the nation.

76. (B) Entitlement to paid leave and social security benefits like provident fund.
Informal sector employment is primarily characterized by the absence of legal protections and employee benefits. Unlike formal sector jobs, positions in the informal economy typically do not offer paid leave, provident funds, or health insurance. Workers often operate without written contracts and can be easily dismissed by their employers. This lack of security and benefits makes these jobs highly unstable and leaves workers vulnerable to financial hardship during illnesses, emergencies, or old age, reflecting the precarious nature of such work.

77. (C) The ratio of the non-working population (children and elderly) to the working-age population.
The dependency ratio is a demographic metric that compares the number of people who are typically not in the workforce to the number of individuals in the working-age group. It measures the social and economic burden placed on the productive part of the population to support children and the elderly. A high dependency ratio indicates that each worker must support more non-working people, which can strain public resources and individual household finances. This ratio is critical for long-term economic planning.

78. (D) Even those who are employed often earn too little to escape poverty.
The presence of a large number of working poor in India highlights that simply having a job is not always sufficient to guarantee a decent standard of living. Many individuals are engaged in low-productivity, informal work that pays extremely low wages, often below the poverty line. This situation demonstrates that the quality of employment and the level of earnings are as important as the quantity of jobs. Addressing poverty requires not just job creation but also improving wage levels and productivity.

79. (A) The increasing tendency of employers to hire workers on a temporary, non-permanent basis.
Casualisation of labour refers to the growing trend where employers shift from hiring permanent staff to employing workers on short-term, casual, or contract bases. This process allows firms to adjust their workforce more easily to market fluctuations but reduces job security and benefits for the workers. In India, this has been observed even within the formal sector, where an increasing share of work is performed

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contribution and the availability of workers with the required skills and qualifications.

123. (D) Because the firm must pay a higher wage to all existing workers, not just the new one, to attract an additional worker.
In a monopsonistic market, the marginal factor cost curve lies above the supply curve because the firm faces the entire upward-sloping market supply. To hire one more individual, the employer must offer a higher wage to attract them. However, in a standard non-discriminatory market, this higher wage must also be paid to all current employees already doing similar work. Therefore, the extra cost of hiring that last worker includes both their own wage and the incremental increase for the entire existing staff.

124. (B) The primary labour market.
Internal labour markets are a key feature of the primary sector, where firms prioritize filling higher-level positions by promoting current employees rather than hiring from the external market. This system encourages loyalty and allows workers to build specialized skills and progress through clear career ladders within the organization. By fostering long-term relationships and offering stability and growth, internal markets help firms retain talented human capital while providing workers with security and advancement opportunities that are absent in the more volatile secondary labour market.

125. (C) Workers and firms have perfect information about wages and job opportunities.
A fundamental assumption of the perfectly competitive labour market model is that all participants possess complete and accurate knowledge of all relevant market conditions. This means workers are fully aware of every available job opening and the prevailing wage rates across all firms, while employers have perfect information about worker skills and productivity. This transparency ensures that workers can instantly move to better-paying roles, facilitating the efficient allocation of labour and preventing any single firm from paying less than the competitive market-clearing wage.

126. (D) An oligopsony
When a small group of large technology companies compete to hire a limited pool of specialized software developers, the market structure is described as an oligopsony. In this scenario, the few dominant buyers have a significant influence on the demand side of the market. While they compete with each other, their small number means that their individual hiring decisions can noticeably affect the prevailing wages for those specific skills. This concentration of buying power can lead to different market dynamics than a perfectly competitive environment.

127. (A) Both Statement I and Statement II are true.
Monopsony power enables an employer to pay workers a wage that is significantly lower than the value they add to the firm, known as their marginal revenue product. In a perfectly competitive market, these two values would be equal. The gap between what the worker produces and what they are actually paid represents a form of economic exploitation that stems from the firm's dominant market position. This difference allows the firm to capture a larger share of the economic surplus at the expense of its employees.

128. (B) Perfect Competition
In a perfectly competitive labour market, each firm acts as a wage taker, meaning the cost of hiring an additional worker is simply the prevailing market wage. To maximize profits, the firm will continue to hire until the marginal revenue product of the last worker equals this market wage. Therefore, in equilibrium, the wage rate, the marginal factor cost, and the marginal revenue product are all identical. This equality ensures that resources are allocated efficiently and that workers are paid exactly the value of their contribution.

129. (B) The labour market is split into two distinct segments with very different characteristics and limited mobility between them.
The central premise of dual labour market theory is that the workforce is divided into two separate and largely isolated segments. The primary sector consists of high-quality, stable, and well-paying jobs, while the secondary sector is made up of precarious, low-wage positions with poor conditions. Crucially, barriers such as discrimination, lack of training, or institutional rules prevent workers from moving between these sectors. This division suggests that the labour

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87. (D) Structural Unemployment - A coal miner losing his job due to a shift to solar energy.
Structural unemployment occurs when a fundamental shift in the economy changes the demand for certain types of labour. For instance, as an economy moves from fossil fuels to renewable energy sources like solar power, traditional roles in coal mining may disappear. These workers may find it difficult to transition to new industries without significant retraining because their specialized skills are no longer required. This mismatch between existing skills and new job requirements defines the core challenge of structural changes in the market.

88. (A) Invisible or disguised underemployment (skill-related)
Skill-related underemployment, also known as invisible underemployment, occurs when highly qualified individuals are forced to work in low-skilled positions because they cannot find jobs that match their educational background. In this situation, the individual's human capital is not being utilized effectively, leading to a loss for both the person and the economy. While these workers are technically employed, their productivity and earnings are far below what they could achieve in a role that fully utilizes their specialized training.

89. (A) 1 is visible underemployment, 4 is disguised unemployment, 5 is frictional unemployment.
These scenarios represent different labour market challenges. Working fewer hours than desired defines visible underemployment. Having more family members on a farm than necessary, where their extra effort does not increase total output, is the classic definition of disguised unemployment. Quitting a job to search for a better one in a different location represents frictional unemployment, which is a temporary transition period. Identifying these specific conditions accurately is essential for designing targeted economic interventions and improving overall workforce efficiency.

90. (A) Frictional and Structural unemployment
The natural rate of unemployment represents the level of joblessness that exists even when the labour market is in equilibrium and the economy is producing at its potential. It is composed of frictional unemployment, which arises from normal job transitions, and structural unemployment, which stems from changes in the economy's structure. This rate does not include cyclical unemployment caused by economic downturns. Economists view this as the base level of unemployment that persists due to inevitable market frictions and transitions.

91. (D) Cyclical unemployment
Macroeconomic policies, such as adjusting government spending or interest rates, are primarily designed to manage the overall level of demand in the economy. Consequently, these policies are most effective at addressing cyclical unemployment, which is caused by a lack of aggregate demand during economic recessions. By stimulating economic activity, the government can encourage firms to hire more workers. Other forms of unemployment, like structural or frictional, usually require more specific microeconomic interventions like training programs or improved job-matching services.

92. (B) Working fewer hours than one is willing and able to work.
Visible underemployment is a specific condition where an individual has a job but is working fewer hours than they are available and willing to provide. This often involves workers who are in part-time positions but are actively seeking full-time employment to increase their income. It is considered a form of underutilization of labour because the worker's full capacity is not being engaged by the current market. This differs from other forms of underemployment related to skill or income levels.

93. (A) Both Statement I and Statement II are true.
Even in a well-functioning economy with plenty of available jobs, some level of frictional unemployment is inevitable. This occurs because the process of matching the right worker with the right vacancy is not instantaneous. There are natural time lags involved in searching for information, conducting interviews, and making hiring decisions. Because workers and employers need time to find the best possible fit, there will always be a segment of the workforce that is temporarily between jobs at any given time.

94. (D) It allows for the existence of frictional and structural unemployment.

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In macroeconomic theory, full employment does not mean that every single person has a job. Instead, it refers to a situation where cyclical unemployment is zero, but some level of frictional and structural unemployment remains. These two types of joblessness are considered inevitable in a dynamic economy where people frequently change jobs and industries continuously evolve. Therefore, an economy at full employment still has a small percentage of its workforce looking for work during normal transitions and shifts.

95. (A) Frictional unemployment
Frictional unemployment arises primarily from the time it takes for workers and employers to find each other. Therefore, policies that reduce information gaps and make the job-search process more efficient are directly targeted at this issue. By providing better access to vacancy listings and improving the mobility of workers, the government can shorten the duration that individuals spend between jobs. These interventions help the labour market function more smoothly by facilitating faster and more effective matches between skills and opportunities.

96. (B) Absolute
Economic theory classifies unemployment into several standard categories based on their underlying causes, such as frictional, structural, and cyclical. These terms help explain why individuals are without work, whether due to temporary transitions, skill mismatches, or broader economic downturns. However, absolute is not a recognized type of unemployment in standard labour market analysis. Understanding the valid categories is essential for researchers and policymakers to develop appropriate strategies for managing the workforce and ensuring high levels of economic participation.

97. (B) Cyclical unemployment
Cyclical unemployment is directly caused by fluctuations in the business cycle, particularly during periods of economic contraction. When a recession occurs, aggregate demand for goods and services falls, leading firms to reduce production and lay off workers. Because this type of joblessness is tied to the health of the overall economy, it increases significantly when the economy is struggling. As the economy recovers and demand rises, cyclical unemployment typically decreases as firms begin to hire again to meet production needs.

98. (A) Discouraged worker
A discouraged worker is an individual who has stopped searching for employment because they believe that no suitable jobs are available for them in the current market. Because they are no longer actively seeking work, they are technically excluded from the official unemployment statistics and the labour force. This phenomenon can lead to an underestimation of the actual level of distress in the labour market. These individuals would likely return to the workforce if economic conditions and job prospects improved significantly.

99. (C) Disguised unemployment
In many rural areas, the agricultural sector exhibits disguised unemployment, where more workers are employed than are technically necessary. This is evident when the removal of some individuals from the fields does not result in any reduction in total crop output. It indicates that the marginal productivity of these extra workers is zero. This situation reflects a surplus of labour and a lack of alternative employment opportunities outside of farming, causing family members to share a fixed amount of work.

100. (D) Structural unemployment
Structural unemployment occurs when there is a fundamental mismatch between the skills workers possess and the requirements of available jobs. To address this, governments and organizations implement education and retraining programs designed to help workers acquire the new skills needed for growing industries. By modernizing the capabilities of the workforce, these policies help individuals transition from declining sectors to those with higher demand. Such interventions are essential for helping the labour force adapt to technological changes and industrial shifts.

101. (D) The unemployment rate is the number of unemployed people divided by the total population.
It is factually incorrect to state that the unemployment rate is calculated relative to the total population. In standard economic practice, the unemployment rate is determined by dividing

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the number of unemployed individuals by the total labour force, which includes only those who are either working or actively seeking work. This distinction is vital because it excludes those not participating in the job market, such as children and retirees. Using the correct denominator ensures a more accurate measure of economic distress.

102. (B) Underemployed persons have a job but it is inadequate in terms of hours, income, or skill utilization, whereas unemployed persons have no job.
The primary distinction between unemployment and underemployment lies in whether the individual is currently engaged in any paid work. Unemployed persons are completely without a job and are actively looking for one. In contrast, underemployed persons are technically part of the workforce but find their current employment unsatisfactory because it involves too few hours, provides insufficient income, or fails to utilize their advanced skills and education. Both conditions represent a sub-optimal use of human resources within the national economy.

103. (D) Unemployment and the loss of a country's output (GDP).
Okun's Law is an empirical observation that describes the negative correlation between unemployment and an economy's real gross domestic product. It suggests that when unemployment rises, there is typically a corresponding decrease in the total output produced by the nation. This relationship occurs because higher unemployment means fewer people are engaged in productive activities, leading to lower overall economic performance. Monitoring this link helps policymakers understand the potential costs of joblessness in terms of lost economic growth and national wealth.

104. (A) A person who lost their job last month and is actively applying for new ones.
To be officially counted as unemployed, an individual must meet three specific criteria: they must be without a job, available for work, and actively searching for new employment. A person who has recently lost their job and is sending out applications perfectly fits this definition. In contrast, individuals who are retired, full-time students, or homemakers not seeking paid work are considered outside the labour force rather than unemployed, as they are not currently competing for jobs in the market.

105. (A) P-3, Q-1, R-4, S-2
Labour market structures are defined by the number of buyers and sellers involved. Perfect competition involves many firms and unorganized workers. A monopsony exists when there is only one buyer for a specific type of labour. An oligopsony occurs when a few dominant firms control the hiring. Finally, a bilateral monopoly is a unique situation where a single employer must negotiate with a single powerful trade union. Each of these structures significantly influences how wages are set and how labour is allocated.

106. (A) Fewer workers at a lower wage.
In a monopsonistic labour market, the employer has significant market power as the sole buyer of labour. Because the firm faces an upward-sloping supply curve, the marginal cost of hiring an additional worker is higher than the wage paid. To maximize its profits, the monopsonist will restrict the number of workers hired and pay a lower wage compared to what would prevail in a perfectly competitive market. This result illustrates the market inefficiency and potential exploitation that can occur when employers dominate.

107. (D) Monopsony
A monopsony is a market structure specifically characterized by having only one buyer for a particular product or service, such as a specialized type of labour. In this scenario, the single employer has the power to influence the wage rate rather than simply accepting the market price. This dominance allows the firm to hire fewer workers at a lower compensation level than in a competitive environment. This concept is vital for analyzing situations like a large factory being the sole employer in a small town.

108. (A) Both A and R are true and R is the correct explanation of A.
In a perfectly competitive labour market, each individual firm is considered a wage taker because its hiring decisions are too small to influence the overall market equilibrium. Since there are many other firms competing for the

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by contract labourers who lack the protections and stability of regular salaried employees.

80. (B) P-4, Q-3, R-1, S-2
Unemployment takes several forms within an economy. Frictional unemployment occurs temporarily when workers are between jobs. Structural unemployment results from a long-term mismatch between the skills workers possess and the skills employers require. Cyclical unemployment is directly linked to downturns in the business cycle and overall economic recessions. Finally, disguised unemployment is a situation common in agriculture where more people are working than necessary, meaning their marginal contribution to total production is essentially zero or extremely negligible.

81. (B) Underemployed
Underemployment occurs when individuals are working but their employment is inadequate in terms of hours, income, or the utilization of their skills. This can involve people working part-time who desire full-time work, or highly skilled professionals performing low-skilled tasks due to a lack of better opportunities. Unlike open unemployment, these individuals are technically part of the workforce, but their potential is not being fully realized. This represents a significant waste of human capital and economic resources within the country.

82. (A) Frictional unemployment
Frictional unemployment is a natural and often short-term form of joblessness that occurs when individuals are in the process of moving from one job to another or entering the workforce for the first time. It arises because it takes time for workers to search for and find a position that matches their skills and preferences. This type of unemployment exists even in a healthy economy as part of the normal functioning of a dynamic and mobile labour market system.

83. (A) Both A and R are true and R is the correct explanation of A.
Disguised unemployment is a major issue in the agricultural sectors of developing nations like India, particularly on family-run farms. It occurs when more individuals are engaged in farming activities than are actually required to produce the current level of output. Consequently, the marginal productivity of these extra workers is zero, meaning that if they were withdrawn, total production would not decrease. This hidden form of unemployment reflects a lack of alternative job opportunities in the non-farm sectors.

84. (D) Seasonal unemployment
Seasonal unemployment occurs when the demand for specific types of labour fluctuates according to the time of year. In industries like construction, agriculture, or tourism, certain periods bring high activity while others, such as the rainy season, lead to a significant slowdown in work. Workers in these fields often find themselves without employment during the off-season. This type of joblessness is predictable and recurring, reflecting the inherent characteristics of the production cycles in these specific economic sectors.

85. (C) Structural Unemployment
Structural unemployment arises from fundamental changes in the economy, such as technological advancements that render certain skills obsolete. When a mill adopts automation, workers who only know traditional methods may find themselves unemployed because their specific expertise is no longer in demand. This creates a mismatch between the current skills of the workforce and the needs of modern employers. Reducing this type of unemployment often requires significant investment in retraining and education to help workers adapt to new requirements.

86. (A) 1 and 3 only
Different types of unemployment reflect various economic conditions. Cyclical unemployment is tied to the ups and downs of the business cycle, increasing during recessions. Structural unemployment results from a persistent mismatch between workers' skills and available jobs. In contrast, frictional unemployment is typically temporary, occurring when people change jobs. Disguised unemployment refers to individuals who appear employed but contribute nothing to total output, rather than being openly without work. Understanding these distinctions is crucial for developing effective national employment policies.

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advanced skills. Such a situation can lead to less competitive outcomes for the workers involved.

116. (D) Wages in the secondary sector are typically high, with good benefits.
It is factually incorrect to associate high wages and good benefits with the secondary labour market. In segmented market theory, the secondary sector is characterized by low-paying jobs that offer little to no security or employee benefits. These positions often involve routine tasks requiring minimal training and are associated with high employee turnover. The lack of career advancement opportunities and the unstable nature of the work are defining features that separate this segment from the more desirable primary labour market sector.

117. (A) 2, 4, 3, 1
Different labour market structures grant varying degrees of power to the employer. In perfect competition, firms have no power and must accept the market wage. Oligopsony provides some power due to the small number of buyers, while a pure monopsony gives the employer the most control as the sole buyer. However, a bilateral monopoly introduces a powerful trade union that challenges the employer's dominance through collective bargaining. This progression shows how institutional arrangements and the number of participants shape the balance of negotiating power.

118. (B) Indeterminate and depends on the relative bargaining power of the union and the employer.
In a bilateral monopoly, where a single powerful employer negotiates with a single powerful trade union, the standard tools of supply and demand cannot precisely predict the final wage. Instead, the outcome falls within a range and is determined by the negotiation skills, strategies, and relative economic strength of both parties. The actual wage agreed upon will reflect which side has more leverage during the bargaining process. This makes the result indeterminate from a purely mathematical standpoint, unlike in perfectly competitive market models.

119. (D) A monopsony
A classic historical example of a monopsony is the company town, where a single large factory or mine serves as the only major employer for the entire local population. In this isolated environment, workers have very few alternative employment options, giving the company immense power to set wages and control working conditions. This lack of competition for labour allows the firm to suppress pay levels below what would exist in a more open and competitive market, illustrating the potential for exploitation in dominated markets.

120. (A) Perfect Competition
Perfect competition serves as the primary theoretical benchmark used by economists to analyze labour market efficiency. It describes an idealized scenario with many participants, homogeneous skills, and perfect information, where wages are determined solely by market forces. While real-world markets rarely meet all these conditions, this model provides a standard against which other structures like monopsony or segmented markets can be measured. It helps researchers identify market failures, distortions, and the impact of various institutional factors on employment and wage outcomes.

121. (C) 'Dead-end' jobs with little prospect for advancement.
The secondary labour market is typically associated with roles that offer very limited career growth or long-term potential. These positions, often referred to as dead-end jobs, generally require low levels of specialized skill and provide minimal on-the-job training. Consequently, workers in this segment face frequent job changes and low wages, with almost no institutional mechanisms for promotion or professional development. This lack of upward mobility is a defining characteristic that traps many individuals in a cycle of precarious and low-quality employment.

122. (A) The intersection of the market demand and market supply curves for labour.
In a perfectly competitive labour market, the wage rate for any specific category of work is established at the equilibrium point where total demand from all firms matches the total supply from all workers. At this wage, the market clears, and no single participant has enough influence to alter the price of labour. This competitive process ensures that human resources are allocated efficiently based on the value of their

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same pool of homogeneous labour, a single company must pay the prevailing market wage to attract any workers. Consequently, the firm can hire as many people as it needs at that fixed rate without driving up the price of labour for itself or others.

109. (C) Bilateral Monopoly
A bilateral monopoly arises when a single buyer of labour, a monopsonist, faces a single seller of labour, typically a powerful trade union. In this unique situation, neither party is a price taker, and the final wage outcome is determined through intense bargaining rather than simple market forces. Both sides possess significant market power, and the result depends on their relative negotiating strength and strategies. This structure is often found in specialized industries or heavily unionized sectors of the economy.

110. (D) The labour market is divided into a 'primary sector' with good jobs and a 'secondary sector' with bad jobs.
Segmented labour market theory posits that the overall market is not unified but consists of distinct sectors with very different characteristics. The primary sector features stable, well-paying jobs with career paths and benefits, while the secondary sector involves insecure, low-wage work with poor conditions and few opportunities for advancement. Crucially, there are significant barriers that prevent workers in the secondary sector from easily moving into the primary sector, leading to persistent economic inequality and limited social mobility for many individuals.

111. (A) 1, 2, and 4
A perfectly competitive labour market is defined by several core assumptions, including a vast number of firms and workers such that no single participant can influence the market wage. Furthermore, the labour provided is considered homogeneous, and all parties have access to perfect information regarding wages and opportunities. Workers are also assumed to be perfectly mobile between jobs and regions. In such a model, the government does not set wages; instead, pay is determined solely by the interaction of supply and demand forces.

112. (B) High wages, job security, good working conditions, and opportunities for advancement.
In dual labour market theory, the primary sector represents the upper segment of the workforce where employees enjoy favorable terms. Jobs in this sector are characterized by competitive salaries, comprehensive benefits, and a high degree of job security. Furthermore, these positions typically offer clear pathways for career growth and skill development. Employers in the primary sector often invest in their workers through training and internal promotion, fostering a stable and productive relationship that benefits both the firm and the individual employee.

113. (B) The employer has significant market power in setting wages.
In a monopsonistic labour market, the presence of only one major buyer allows the employer to exert considerable control over the wage rate. Unlike competitive firms that must accept the market price, a monopsonist can influence pay levels by adjusting its hiring volume. Because it faces an upward-sloping supply curve, the cost of hiring more workers increases for the entire workforce. This market power typically leads to lower wages and fewer total jobs compared to a more competitive environment with multiple employers.

114. (A) 1, 2, and 3
A monopsony is characterized by a single buyer of labour that functions as a wage-maker rather than a wage-taker. In this structure, the firm's marginal factor cost of labour is higher than the actual wage rate because hiring an additional worker requires raising the pay for all existing employees. To maximize profit, the monopsonist hires up to the point where the marginal factor cost equals the marginal revenue product, resulting in fewer workers being hired at lower wages than in competitive markets.

115. (C) An oligopsony
An oligopsony is a market structure where a small number of large firms dominate the buying side of the market. When there are only a few primary employers for a specific type of labour, these firms can sometimes exercise collective market power to influence wages and employment conditions. This structure is often seen in specialized regional industries or specific high-tech sectors where only a handful of companies require certain

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market does not function as a single unit but as a fragmented system of unequal opportunities.

130. (C) P-4, Q-1, R-3, S-2
Different labour market structures are defined by the number of buyers and the nature of their interactions. A perfectly competitive firm is a wage taker because it is one of many participants. A monopsony features a single buyer of labour with significant market power. A bilateral monopoly involves a unique bargaining situation between two powerful entities: a single employer and a powerful trade union. Finally, an oligopsony occurs when only a few buyers dominate the market. Correctly identifying these characteristics is essential for analyzing wage outcomes.

131. (C) The predominance of the unorganized or informal sector.
The most significant characteristic of the Indian labour market is the overwhelming dominance of the unorganized or informal sector, which employs the vast majority of the workforce. Workers in this sector typically lack formal employment contracts, social security benefits, and legal protections. While the economy has grown, formal sector employment has remained relatively small and concentrated. This prevalence of informality presents a major challenge for ensuring worker welfare, providing stable livelihoods, and implementing effective labour regulations across the diverse national economy.

132. (D) A gap between the skills possessed by the available workforce and the skills demanded by employers.
Skill mismatch in India refers to the significant discrepancy between the educational and vocational qualifications of the labour force and the actual technical needs of modern industries. This gap results in high unemployment among certain groups, particularly educated youth, even while employers struggle to find candidates for specialized roles. It indicates a failure of the education system to adapt to changing economic requirements. Addressing this mismatch through improved training and curriculum reforms is vital for boosting productivity and ensuring inclusive economic development.

133. (A) Both A and R are true and R is the correct explanation of A.
Informality is a defining feature of the Indian labour market, as most workers are engaged in enterprises that operate outside of formal legal and regulatory frameworks. These businesses typically do not provide written employment contracts, fixed working hours, or essential benefits like pensions and health insurance. This lack of formalization leaves workers vulnerable to economic instability and health risks. The persistence of this large informal sector highlights the structural challenges in extending social security and legal protections to the majority of the nation's working population.

134. (B) Socio-cultural factors, care economy burdens, and safety concerns.
The low participation rate of women in the Indian labour force is primarily driven by complex socio-cultural and economic factors. Traditional gender norms often assign domestic chores and caregiving responsibilities mainly to women, limiting their ability to seek paid work outside the home. Furthermore, concerns regarding workplace safety and the lack of accessible transport or flexible job options discourage many women from entering the workforce. Addressing these barriers is essential for increasing gender diversity in the economy and achieving more inclusive development.

135. (D) The formal sector provides employment to the majority of Indian workers.
It is incorrect to claim that the majority of Indian workers are employed in the formal sector. In reality, the vast majority of the workforce—nearly ninety percent—is engaged in the informal or unorganized sector. While the formal sector provides stable, well-paying jobs with benefits, it remains a relatively small part of the overall employment landscape. Most individuals work in roles that lack social security, job stability, and formal contracts, highlighting the precarious nature of employment for the bulk of the population.

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136. (D) 1, 2, 3, and 4
The Indian labour market is characterized by several deeply interconnected features that reflect its developing nature. These include a vast unorganized sector and a high reliance on

market. Instead of market forces determining outcomes, a central planning authority establishes wage levels and decides where workers should be allocated based on overall national economic goals. This system aims to ensure full employment and reduce income inequality through direct government intervention. While this provides stability and a guaranteed livelihood for many, it can also lead to inefficiencies and a lack of flexibility in responding to changing consumer needs or technological shifts.

176. (B) The co-existence of a private sector governed by market forces and a public sector, along with government regulation of the market.
A mixed economy, such as India's, combines elements of both market-based and state-led systems. In the labour market, this is seen through the existence of a private sector where wages and jobs are largely determined by supply and demand, alongside a significant public sector where the government is a major employer. Furthermore, the state actively regulates the market through laws on minimum wages, safety, and working conditions. This approach seeks to harness the efficiency of the market while also using government power to ensure social welfare and stability.

177. (B) Capitalism
The concept of labour as a commodity that can be bought and sold in an open market is a fundamental characteristic of capitalism. In this system, workers own their own labour power and are free to sell it to the highest bidder in exchange for a wage. This market-based exchange is central to how resources are allocated and how production is organized. This perspective contrasts with other systems like feudalism or slavery, where labour was often tied to land or ownership of individuals through traditional or coercive obligations.

178. (A) Mixed economies and regulated capitalist systems.
Trade unions play their most significant and formally recognized roles in mixed economies and regulated capitalist systems where collective bargaining is an established part of the labour market. In these systems, unions are often empowered by law to negotiate with employers on behalf of workers regarding wages, benefits, and safety standards. This organized representation helps to balance the power between firms and individual employees. The existence of strong unions is typically associated with better protections for workers and more structured methods for resolving industrial disputes through formal negotiation processes.

179. (B) P-3, Q-1, R-2, S-4
Economic systems utilize different mechanisms for allocating human resources. Pure capitalism relies on the price mechanism and the forces of supply and demand. In contrast, pure socialism uses central planning by the state to determine employment and wages. A mixed economy combines these two approaches, utilizing market forces alongside government regulation and public sector employment. Feudalism, an older system, was based on traditional obligations and relationships of serfdom. Understanding these distinctions is crucial for analyzing how different societies organize work and distribute the resulting economic output.

180. (C) The state guaranteeing employment for all citizens, although this may lead to underemployment.
In a pure socialist system, the state typically guarantees a job for every citizen as a fundamental right, theoretically eliminating open unemployment. By controlling the means of production, the government can allocate workers to various sectors based on national needs. However, this policy can sometimes lead to disguised unemployment or underemployment, where more people are assigned to tasks than are actually needed, resulting in low individual productivity. Despite these inefficiencies, the system prioritizes providing a stable livelihood and social security for all members of the workforce.

181. (B) Capitalism
Freedom of contract is a cornerstone of the labour market in a capitalist system. It allows individual workers to choose which employer to work for and enables them to negotiate the terms of their employment within the constraints of the market. This system relies on the voluntary exchange of services for wages, based on the mutual consent of both parties. This individual freedom is a key distinction from historical

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143. (A) It was a major determinant of occupational roles and created rigid barriers to mobility.
Historically, the caste system played a fundamental role in structuring the Indian labour market by predetermining occupational choices for individuals. This traditional system created rigid barriers that prevented workers from moving between different types of jobs based on their skills or preferences. While these rigidities have lessened in the modern era, social factors continue to influence access to networks, education, and specific employment sectors. Recognizing the impact of these social structures is crucial for understanding the historical development and current inequalities within the workforce.

144. (B) Jobless growth in the industrial sector
Jobless growth in India's industrial sector refers to a situation where manufacturing output expands without a corresponding significant increase in the number of formal jobs. This trend is often attributed to the adoption of capital-intensive technologies and increased automation, which allow firms to produce more with fewer workers. Consequently, the industrial sector has not been able to absorb a large share of the workers moving out of agriculture, contributing to the persistent dominance of informal employment and the service sector in providing livelihoods.

145. (B) Own-account workers (self-employed) and contributing family workers.
Vulnerable employment in India includes a large number of self-employed individuals and those who assist in family-run enterprises without direct pay. These workers often lack stable income, formal contracts, and social security protections, making them highly susceptible to economic downturns or personal crises. Because these roles are frequently outside the scope of labour regulations, the individuals involved have little recourse in cases of hardship. Reducing this vulnerability is a major challenge for social policy and economic development efforts aimed at improving worker welfare.

146. (A) A very small and insignificant informal economy.
It is incorrect to describe the Indian informal economy as insignificant. In reality, the informal sector is the backbone of the Indian labour market, employing nearly ninety percent of the total workforce. This sector encompasses a wide range of activities, from small-scale farming to street vending and home-based work. The vast scale of this unregulated segment is a primary characteristic that defines employment in India, posing unique challenges for taxation, social security expansion, and the effective implementation of national labour standards and protections.

147. (C) Extreme poverty and lack of access to quality education.
The persistence of child labour in India is deeply rooted in the socio-economic reality of extreme poverty, which forces many families to rely on the income generated by their children. Furthermore, a lack of access to affordable and high-quality education in many regions leaves children with few alternatives to work. While laws prohibit the practice, these underlying structural issues must be addressed to eliminate it. Breaking the cycle of poverty and providing educational opportunities are essential steps for protecting children's rights and future potential.

148. (D) Wages, especially in the formal sector, are resistant to downward adjustments even during economic downturns.
Wage stickiness refers to the phenomenon where nominal wages do not easily decrease even when economic conditions or demand for labour decline. In India's formal sector, this is often due to long-term employment contracts, the influence of trade unions, and legal regulations regarding pay. While this protects workers' incomes during recessions, it can also lead to higher unemployment as firms may choose to lay off workers rather than reducing their pay. This resistance to downward adjustment is a common feature of many organized labour markets worldwide.

149. (C) Low Female LFPR - Social norms and care burden are major causes.
The low rate of female participation in the Indian labour force is a well-documented characteristic driven by multiple factors. Traditional social norms often prioritize domestic duties and caregiving for women, creating a significant barrier to their entry into paid employment. Additionally, a lack of safe transport and flexible

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self-employment and casual work, which often lack security and benefits. Furthermore, the participation rate for women remains notably low compared to many other countries. Additionally, the formal manufacturing sector has shown relatively slow employment growth despite overall economic expansion. Together, these characteristics illustrate the significant structural challenges involved in creating high-quality jobs for all citizens.

137. (C) The small, protected formal sector and the large, unprotected informal sector.
The duality of the Indian labour market refers to the stark contrast between the small formal sector and the massive informal sector. Formal sector workers enjoy legal protections, stable wages, and social security benefits, while informal workers operate without such safeguards. This fragmentation creates a divided workforce with very different levels of security and economic opportunity. Bridging this gap through increased formalization and extended social protections is a major goal for policymakers seeking to improve the overall quality of employment and reduce income inequality.

138. (A) May have inadvertently discouraged formal sector hiring and promoted informality.
India's extensive and complex system of labour laws has often been cited as a factor that unintentionally hampers formal employment growth. The high administrative and compliance costs associated with these regulations can discourage small firms from expanding or registering as formal entities. Instead, many businesses remain in the informal sector to avoid legal complexities and rigid hiring rules. This has led to a situation where a large part of the workforce is excluded from standard legal protections and social security benefits, perpetuating informality.

139. (C) 4 and 5
The Indian labour market faces significant challenges, including a persistent mismatch between the skills supplied by the education system and those required by modern industry. Furthermore, there is a high prevalence of casual labour, particularly in the construction and agricultural sectors where work is often temporary and lacks benefits. While the service sector contributes greatly to GDP, agriculture still employs the largest share of workers. Additionally, social security coverage remains limited to a small fraction of the workforce, leaving most workers without essential protections.

140. (B) Differences in the sectoral composition of employment and wage levels.
The rural-urban divide in India's labour market is primarily manifested through differences in the types of work available and the associated pay. Rural employment remains heavily centered on agriculture and casual farming labour, while urban areas provide a broader range of opportunities in the industrial and service sectors. These structural differences also lead to variations in wage levels, with urban jobs generally offering higher average earnings. This economic gap is a major driver of migration as workers move to cities in search of better-paying roles.

141. (C) Employment does not guarantee an escape from poverty for a large number of workers.
The phenomenon of the working poor indicates that a significant portion of the Indian workforce earns wages that are insufficient to lift their households above the poverty line. Many individuals are engaged in low-productivity, informal roles with extremely low pay and no benefits. This highlights that poverty in India is often a result of poor-quality employment rather than just a total lack of work. Improving living standards, therefore, requires not only creating more jobs but also enhancing worker productivity and ensuring fairer wage levels.

142. (A) Both Statement I and Statement II are true.
India's labour market is deeply segmented, exhibiting a sharp contrast between high-skill roles in the formal sector and low-skill jobs in the informal sector. These two segments operate under different rules, with formal workers enjoying better pay and security. This segmentation means that workers are not always able to move freely between sectors, leading to persistent disparities in earnings and working conditions. Analyzing this fragmentation is essential for understanding how economic growth is distributed and the specific challenges faced by different groups of workers.

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156. (B) Higher cognitive skills, digital literacy, and socio-emotional skills.
As the Indian economy modernizes and adopts new technologies, the demand for traditional manual labour is being replaced by a need for more advanced capabilities. Employers are increasingly seeking workers who possess strong digital literacy, critical thinking abilities, and interpersonal skills. These higher cognitive and socio-emotional skills are essential for navigating complex professional environments and utilizing modern tools effectively. This shift necessitates significant changes in education and vocational training to ensure that the future workforce can meet these evolving industry requirements for success.

157. (C) The growth of export-oriented industries like IT and BPO, creating new types of jobs.
Globalization has significantly reshaped the Indian labour market by opening up new opportunities in globally integrated sectors. The rapid expansion of export-oriented industries, particularly Information Technology and Business Process Outsourcing, has created millions of high-quality jobs for skilled professionals. These sectors have connected Indian workers to the global economy, driving wage growth and service-led development. However, globalization has also increased competition and put pressure on traditional sectors, highlighting the need for continuous skill development to remain competitive in an increasingly interconnected world.

158. (A) Both A and R are true and R is the correct explanation of A.
The proliferation of digital platforms for services like delivery and ride-hailing is fundamentally changing urban work in India. While this platformisation provides many people with flexible earning opportunities and low barriers to entry, it also creates new challenges. Gig workers often lack the job security, health benefits, and collective bargaining power associated with traditional employment. Balancing the benefits of this flexibility with the need for fair working conditions and social protection is a major challenge for contemporary labour policy and legal regulation.

159. (A) Consolidating and simplifying existing laws to improve the business environment and worker protections.
The recent move to codify various labour laws in India is a major reform aimed at modernizing the regulatory framework. By amalgamating numerous central laws into four streamlined codes, the government seeks to reduce administrative complexity and make it easier for businesses to comply with the law. This reform also aims to extend certain social security benefits and protections to a larger segment of the workforce, including those in the unorganized sector. The goal is to create a more efficient and balanced labour market.

160. (B) Job displacement, particularly for routine and low-skill tasks.
The increasing use of automation and artificial intelligence in Indian industries presents both opportunities and significant risks for the workforce. While these technologies can boost productivity and create new high-tech roles, they also pose a threat of displacement for workers performing repetitive and routine tasks. Roles in manufacturing and basic services are particularly vulnerable to being replaced by machines or algorithms. This dynamic highlights the urgent need for comprehensive reskilling and upskilling programs to help workers transition into roles that complement these new technological advancements.

161. (B) 1, 3, and 4
The Indian labour market is being reshaped by several powerful trends, including the rapid expansion of the gig economy and the increasing use of digital platforms for work. Furthermore, the government's consolidation of numerous labour laws into new codes represents a significant shift in the regulatory environment. Simultaneously, the adoption of automation and artificial intelligence in both manufacturing and services is altering job roles and skill requirements. Contrary to some beliefs, the need for digital skills is actually increasing across almost all sectors of the modern economy.

162. (A) Both Statement I and Statement II are true.
The global pandemic significantly accelerated the adoption of remote work, particularly within the Indian technology and service sectors. This

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work environments further limits opportunities. Addressing these issues through targeted policies and social change is essential for increasing women's economic empowerment and fully utilizing the country's diverse human resources for more balanced and inclusive national growth.

150. (B) Widespread disguised unemployment and self-employment.
The prevalence of small and fragmented landholdings in rural India significantly shapes the local labour market, leading to high levels of self-employment and disguised unemployment. Because these plots are often too small to support multiple workers efficiently, many family members work on the land even though their marginal contribution to output is minimal. This lack of productive agricultural work forces people to remain in low-income farming roles due to the absence of better non-farm jobs, perpetuating a cycle of rural poverty and underutilization.

151. (D) Despite a large young population, industries report shortages of workers with the right skills.
A major paradox in the Indian labour market is the co-existence of high unemployment among the youth and a severe shortage of skilled labour in various industries. While millions of young people enter the workforce each year, many lack the technical and professional skills that modern employers require. This skill gap indicates a significant mismatch between the outputs of the education system and the needs of the economy. Resolving this paradox is essential for reaping the demographic dividend and ensuring long-term economic competitiveness.

152. (A) A factor contributing to the growth of the informal sector, as firms may seek to avoid these complexities.
India's complex and often overlapping set of central and state-level labour laws has been criticized for unintentionally encouraging informality. The high cost and administrative difficulty of complying with these numerous regulations can discourage small businesses from registering as formal entities or expanding their workforce. Instead, many firms choose to remain small or operate in the informal sector to avoid legal burdens. This has led to a large segment of the workforce being excluded from the protections and benefits intended by these very laws.

153. (C) Changes driven by factors like globalization, technology, new business models, and policy reforms.
The new dynamics of the Indian labour market refer to the significant shifts caused by recent global and domestic trends. These include the impact of technological progress like automation and digitalization, as well as the rise of new business models like the gig economy. Furthermore, globalization has integrated Indian workers into global supply chains, while domestic policy reforms, such as new labour codes, aim to modernize the legal framework. These evolving factors are fundamentally altering how work is organized, performed, and regulated.

154. (A) A labour market with prevalent short-term contracts, freelance work, and platform-based jobs.
The rise of the gig economy in India marks a transition toward more flexible but less stable employment arrangements. In this system, workers are often engaged as independent contractors for specific tasks or projects, frequently mediated through digital platforms. While this provides workers with flexibility and companies with specialized talent on demand, it also raises significant concerns about job security and the lack of traditional employee benefits. This new dynamic is reshaping urban employment and challenging existing legal definitions of work and worker rights.

155. (C) P-4, Q-1, R-2, S-3
The Indian labour market is undergoing significant transformations due to several new dynamics. The gig economy introduces platform-based, freelance work, while automation uses technology to replace routine human tasks. Simultaneously, the government is implementing new labour codes to simplify and consolidate various existing laws into a more cohesive framework. Additionally, the shift toward remote work has allowed many professionals to operate outside traditional office settings. Together, these trends are redefining the employment landscape and the future of work for millions across the nation.

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and employees, ultimately contributing to more inclusive and sustainable national economic growth.

169. (C) It created a polarised demand, with high demand for skilled labour in globally integrated sectors and pressure on low-skilled labour.
Globalization has had a profound but uneven impact on the demand for labour in India. It has significantly increased the demand for highly skilled professionals in sectors like technology and finance that are closely linked to international markets. At the same time, it has put downward pressure on the wages and job security of low-skilled workers in traditional sectors that face increased competition from abroad. This polarization has contributed to widening wage gaps and highlights the importance of education and skill development in the globalized economy.

170. (A) Permanent employment contracts.
The gig economy is fundamentally defined by the absence of traditional, long-term employment relationships. Instead, it relies on short-term tasks, freelance work, and flexible arrangements often facilitated through digital platforms. In this system, workers are typically paid per task or project rather than receiving a regular salary under a permanent contract. This lack of permanence is a key feature that provides flexibility to both the service provider and the customer but also shifts the risks of job insecurity and benefit provision onto the individual worker.

171. (D) The mediation of work and services through digital online platforms.
Platformisation is a new labour market dynamic where digital online platforms serve as the primary intermediaries between those seeking services and those providing them. Examples include apps for transportation, food delivery, and professional freelance tasks. These platforms use algorithms to match supply and demand, manage payments, and often monitor performance. This shift is changing the nature of the employment relationship, as many platform workers operate as independent contractors rather than traditional employees, raising new questions about regulation, worker rights, and social protection in the digital age.

172. (B) The need for policies that support worker transition, reskilling, and social safety nets.
As automation becomes more prevalent in various sectors, it poses a significant challenge for workers whose roles may be replaced by technology. This dynamic creates an urgent need for government and industry to collaborate on policies that facilitate worker transitions. Effective interventions include providing access to high-quality reskilling programs and maintaining strong social safety nets to support individuals during periods of job change. Addressing these issues is essential for ensuring that the benefits of technological progress are shared broadly and do not lead to widespread economic hardship.

173. (C) The 'digital divide' – disparities in access to reliable internet and appropriate technology.
The widespread shift to remote work during the pandemic brought the existing digital divide into sharp focus. While some white-collar professionals were able to transition easily to working from home, many others lacked the necessary technology, reliable internet connection, or an appropriate physical workspace. This disparity highlights how unequal access to digital resources can create new forms of inequality in the labour market. Addressing this divide is crucial for ensuring that all segments of the workforce can participate in and benefit from the evolving nature of modern work.

174. (D) The forces of demand and supply, with wages determined by market interactions.
In a capitalist economic system, the labour market operates primarily through the decentralized interactions of individual workers and private firms. Employers demand labour to produce goods for profit, while individuals supply their services in exchange for compensation. The resulting wage rates and employment levels are determined by the balance of these market forces. While the government may regulate certain aspects, the fundamental allocation of human resources is driven by the price mechanism and the individual choices of participants seeking to maximize their own economic interests.

175. (A) The state or a central planning authority based on national priorities.
In a centrally planned socialist economy, the state takes a primary role in managing the labour

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shift proved that many professional tasks can be performed effectively outside traditional offices, leading to a long-term change in work patterns for many employees. However, this trend also has wider implications, such as potentially reducing the demand for commercial office space and highlighting the digital divide between workers with and without reliable internet access. These changes are reshaping urban dynamics and the future of professional work.

163. (C) 'Employees' with full benefits or 'independent contractors' with more flexibility but fewer protections.
A central legal and economic debate in the gig economy involves the classification of workers who provide services through digital platforms. If classified as employees, they would be entitled to various benefits and protections under traditional labour laws. However, if seen as independent contractors, they retain more flexibility but lack access to social security, minimum wages, and job security. This distinction is critical because it determines the responsibilities of the platform companies and the level of legal protection provided to the individuals performing the work.

164. (A) 1, 2, and 5
Modern dynamics in the Indian labour market include a growing emphasis on lifelong learning as technology rapidly changes job requirements. Furthermore, many firms are increasingly using flexible staffing and contract-based hiring to manage their workforces more dynamically. At the same time, global shifts in supply chains are influencing the demand for manufacturing labour within the country. These trends demonstrate a move toward more flexible and globally integrated employment patterns, emphasizing the need for a workforce that is adaptable and possesses modern technical and professional skills.

165. (C) Flexibility for employers in hiring and firing with income and social security for workers.
Flexicurity is a policy model that seeks to balance the needs of both employers and workers in a dynamic economy. It provides companies with the flexibility to easily adjust their workforce in response to market changes while simultaneously ensuring that workers have strong social safety nets and support for finding new jobs. This approach aims to provide security through income support and retraining rather than through rigid job protection for specific roles. It is often discussed as a way to promote economic competitiveness while maintaining social welfare.

166. (B) Changes in geopolitical alignments, trade policies, and technological capabilities for remote work.
The global labour market is increasingly influenced by the shifting patterns of offshoring and onshoring, which are driven by more than just simple wage differences. Evolving geopolitical tensions, changes in international trade agreements, and the growing technological capacity for remote work all play major roles in determining where jobs are located. These factors can lead to the movement of high-skill service and manufacturing roles between countries, directly impacting employment levels and wage dynamics in globally integrated economies like India's as they compete for these roles.

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167. (B) 1, 2, 3, 4
The evolution of India's labour market has followed a chronological path from traditional agrarian and caste-based structures toward more modern systems. Following independence, the focus shifted toward public sector growth and unionized industrial jobs. Subsequent economic liberalization in the 1990s led to the massive growth of the IT and service sectors. Most recently, the emergence of the digital gig economy has introduced a new era of platform-based work. This progression reflects the country's broader economic transformation and its integration into the global economy over several decades.

168. (A) Bringing more workers and enterprises into the formal sector with access to credit, social security, and legal frameworks.
Increasing the formalization of the economy is a key policy objective aimed at improving the quality of employment and the overall economic structure. This dynamic involves encouraging informal businesses to register officially, which gives them better access to formal credit and markets. For workers, formalization means gaining legal recognition, written contracts, and access to essential social security benefits. This transition is intended to provide a more stable and protected environment for both businesses

systems where labour was often coerced or tied to traditional social roles and land ownership through rigid, non-negotiable obligations.

182. (A) Both A and R are true and R is the correct explanation of A.
In a capitalist economy, the demand for labour is considered a derived demand because it stems from the firm's goal of producing goods and services for sale in the market. Employers do not hire workers out of a desire for their company, but rather as an essential input needed to generate profit. The number of workers a firm chooses to hire is directly determined by the consumer demand for the final products those workers help create. This fundamental link between the product and labour markets is central to capitalist production.

183. (A) Welfare state capitalism and mixed economies
The objective of achieving full employment as a central goal of government policy is most prominently found in welfare state capitalism and mixed economies. In these systems, the state actively uses fiscal and monetary tools to manage the economy and ensure that there are enough jobs for all who want to work. This approach is based on the belief that the government has a responsibility to prevent the social and economic costs of mass unemployment. This contrast with laissez-faire systems, which generally leave employment levels to be determined solely by market outcomes.

184. (C) Centrally Planned Socialism
In a centrally planned socialist economy, the state typically manages all aspects of job placement and labour allocation through official government agencies. Because the government owns the means of production and is the primary employer, there is no role for private, profit-driven employment agencies. Instead, the state directs workers to specific roles based on its central economic plan. This contrasts with capitalist or mixed economies, where private agencies frequently operate as intermediaries to help individuals find work and assist firms in recruiting suitable talent from the open market.

185. (A) 1 and 3 only
In a mixed economy like India's, the government plays a dual role as both a major employer in the public sector and a regulator of the entire labour market. It establishes essential laws, such as minimum wage requirements and regulations on working hours, to protect worker welfare across both public and private enterprises. While market forces of supply and demand still significantly influence wages in the private sector, they are not the sole determinant. Both private firms and public entities provide employment, creating a diverse and regulated market for human services.

186. (D) Capitalism
The critique of labour alienation, most famously developed by Karl Marx, focuses on the experience of workers under capitalism. It argues that when workers do not own the tools or the final products of their labour, they become disconnected from the creative process and the value they create. In this system, labour is often seen as a repetitive and impersonal commodity, leading to a sense of detachment from the work itself and from other people. This sociological perspective highlights the potential human costs associated with industrial capitalist modes of production.

187. (D) Statement I is false, but Statement II is true.
In a capitalist economic system, the primary objective of private firms is to maximize their total profit. This goal drives their decisions regarding how much labour to hire and what wages to offer, based on the productivity of the workers and the market demand for their products. While a firm's activities can contribute to social welfare, this is not their main purpose. Instead, the pursuit of profit is the fundamental incentive that coordinates economic activity and the allocation of resources, including human labour, within the competitive market framework.

188. (B) 2 and 4
The implementation of a minimum wage is a characteristic feature of mixed economies and regulated capitalist systems where the government intervenes to ensure a basic standard of living for workers. In these systems, the state recognizes that market forces alone might not provide fair compensation for all, especially for low-skilled labour. By setting a legal floor for pay, the government aims to reduce poverty and prevent exploitation. This contrasts with pure laissez-faire or traditional subsistence economies

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where wages are either entirely unregulated or determined by long-standing customs rather than modern legal standards.

189. (D) In capitalism, means of production are privately owned; in socialism, they are socially or state-owned.
The fundamental difference between capitalist and socialist systems lies in who owns and controls the resources used for production, such as land, factories, and technology. In capitalism, these means of production are primarily held by private individuals or corporations who use them to generate profit. In contrast, socialism advocates for social or state ownership of these resources, with the goal of producing goods for the benefit of society as a whole. This difference in ownership profoundly shapes the labour market, determining how work is organized and how the resulting output is distributed.

190. (A) A mixed economy like India's
A large public sector that provides employment in critical areas such as administration, defense, and national infrastructure is a key feature of a mixed economy. In this system, the government acts as a major employer alongside the private sector. This allows the state to directly manage essential services and provide stable jobs, while still allowing for market-driven activity in other parts of the economy. This dual structure is intended to combine economic efficiency with social stability and the provision of public goods, reflecting the balanced approach typical of mixed economic models.

191. (B) Lack of social security, job security, and formal contracts.
The dominance of the informal sector in India leads to several significant problems for workers, primarily the absence of legal protections and essential benefits. Most individuals in this sector operate without written contracts, leaving them vulnerable to sudden dismissal. Furthermore, they lack access to formal social security schemes like pensions, health insurance, and provident funds. This precarious nature of employment means that a large part of the workforce has very little financial safety net, making them highly susceptible to economic shocks, illness, and poverty during their working years and in old age.

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192. (B) Factors like gender, region, skill level, and sector (formal vs. informal).
Wage disparity in India is a complex problem where significant differences in pay exist among various groups of workers. These inequalities are often driven by factors beyond individual productivity, such as gender discrimination or regional economic imbalances. Additionally, the sharp divide between high wages in the formal sector and low pay in the informal sector contributes to overall income inequality. Furthermore, differences in skill levels and education lead to wide variations in earnings. Addressing these disparities is essential for promoting social justice and ensuring that the benefits of economic growth are shared more equitably.

193. (A) Lack of portability of social security benefits, poor living conditions, and exploitation.
Migrant workers in India face numerous challenges, including the fact that their social security benefits are often tied to their home states and cannot be easily accessed elsewhere. They frequently live in cramped and unhygienic conditions in urban centers and are highly vulnerable to exploitation by employers and contractors due to their lack of local social networks and legal awareness. These issues make their livelihoods extremely precarious. Improving the portability of benefits and ensuring fair working conditions are critical for protecting the rights and welfare of this large and vital segment of the workforce.

194. (C) Lack of safety measures, unhygienic environments, and long working hours.
Poor working conditions remain a widespread problem in many parts of the Indian labour market, particularly within the unorganized sector. Many workers are forced to operate in environments that lack basic safety equipment and proper hygiene, putting their health and lives at risk. Furthermore, excessively long working hours without adequate breaks or overtime pay are common. These conditions not only harm the well-being of the individuals involved but also reduce overall labour productivity. Strengthening the enforcement of safety regulations and labor standards is essential for improving the quality of work for millions of citizens.

195. (D) A combination of poverty, parental illiteracy, and lack of access to quality education.
Child labour persists in India primarily because of the deep-seated issue of poverty, which compels families to use every available source of income, including the work of their children. This problem is compounded by high levels of parental illiteracy and a lack of accessible, good-quality schools in many regions, which makes work seem like the only viable option for young people. While legal bans exist, they cannot solve the problem alone. Addressing the root causes through poverty reduction and improved educational opportunities is essential for ensuring that all children can enjoy their right to a childhood.

196. (C) Provident funds, pensions, health insurance, and maternity benefits.
A critical problem for a vast majority of Indian workers is the lack of a comprehensive social security net. Most individuals, particularly in the informal sector, do not have access to essential benefits such as provident funds for savings, pensions for retirement, or health insurance to cover medical emergencies. Furthermore, maternity benefits are often unavailable to women in unorganized work. This absence of institutional support makes workers and their families highly vulnerable to financial ruin during times of illness, old age, or other life events, highlighting the urgent need for expanded social protection programs.

197. (B) Casual and contract labourers.
Job insecurity is most severe for casual and contract labourers who are hired on a temporary basis without any long-term commitment from their employers. These workers can be let go at any time with little to no notice, and they often lack the legal protections and benefits enjoyed by permanent staff. This constant threat of losing their livelihood makes it difficult for them to plan for the future or invest in their own development. The increasing use of such flexible but unstable employment arrangements is a significant challenge for the Indian labour market and worker welfare.

198. (D) A significant portion of the workforce earns wages that are insufficient to maintain a decent standard of living.
The problem of low wages in India signifies that many workers, despite being employed, earn an income that does not cover their basic needs for food, housing, and healthcare. This is particularly common in the unorganized sector and in agriculture, where productivity is low and bargaining power is weak. These low earnings perpetuate a cycle of poverty and limit the ability of families to invest in education and health. Raising the floor for wages and improving worker productivity are essential for ensuring that employment provides a path to economic security and a dignified life.

199. (A) On average, women earn less than men due to discrimination and occupational segregation.
The gender wage gap in India is a persistent issue where women, on average, receive lower pay than men for similar work or are concentrated in lower-paying occupations. This gap is driven by a combination of overt discrimination, social norms that devalue women's work, and the unequal burden of domestic responsibilities. Even with similar education and experience, women often face barriers to career advancement and high-paying roles. Addressing this disparity requires both legal enforcement of equal pay and broader social efforts to challenge gender stereotypes and support women's full participation in the economy.

200. (C) Statement I is true, but Statement II is false.
Many of the most pressing labour problems in India, such as low pay and poor safety standards, are directly linked to the massive size of the informal sector. However, it is factually incorrect to state that formal sector firms employ the vast majority of workers. In reality, nearly ninety percent of the Indian workforce is engaged in informal employment, where they lack legal protections and benefits. The small size of the formal sector means that only a fraction of workers enjoy the security and higher wages associated with organized employment, highlighting a major structural imbalance.

201. (A) The sudden loss of livelihood combined with a lack of social safety nets in their place of work.
The pandemic lockdown in India starkly revealed the extreme vulnerability of interstate migrant workers. When economic activity suddenly stopped, millions lost their jobs and had no

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In India, the National Statistical Office is the primary government body responsible for collecting and reporting data on the nature and composition of the labour force. Through comprehensive surveys like the Periodic Labour Force Survey, the NSO provide official estimates of employment, unemployment, and other key workforce indicators. This data is essential for policymakers to understand economic trends and develop effective strategies for job creation and social protection. The NSO's work ensures that the nation has a reliable and standardized basis for analyzing its human resources and overall economic health.

228. (C) A surplus of labour (unemployment).
In a competitive labour market, if the government sets a minimum wage that is higher than the natural equilibrium point, it is predicted to create a surplus of labour. At this higher wage, more individuals are willing to work, increasing the quantity supplied. However, firms will find it more expensive to hire and will therefore reduce their demand for workers. This gap between the higher supply and the lower demand results in unemployment. While intended to help workers, such a policy can have the unintended side effect of reducing total employment opportunities for some.

229. (C) P-3, Q-4, R-1, S-2
The problems in the Indian labour market lead to several direct and serious consequences. Skill mismatch causes the coexistence of unemployment and unfilled job vacancies as workers lack the needed abilities. Low wages contribute to the phenomenon of the working poor, where employment does not provide an escape from poverty. Job insecurity results in high employee turnover and makes it difficult for workers to plan for the future. Finally, a lack of social security leaves individuals vulnerable during illness or in their old age. Addressing these issues is vital for social welfare.

230. (D) Insider-Outsider Theory
The Insider-Outsider Theory explains how a divided workforce can lead to persistent unemployment. Insiders are the current employees who have strong bargaining power and are protected by labour laws or union contracts, allowing them to maintain high wages even when there is a surplus of workers. Outsiders are the unemployed individuals who find it difficult to break into these protected roles. This theory suggests that firms may not lower wages to hire outsiders because doing so might hurt the morale or productivity of the insiders, leading to a fragmented and unequal labour market.

231. (A) Marginal Factor Cost (MFC) = Marginal Revenue Product (MRP)
To maximize its profits, a firm in a monopsonistic labour market will continue to hire additional workers until the cost of hiring the last individual is exactly equal to the extra revenue that person generates for the company. This equilibrium occurs where the marginal factor cost equals the marginal revenue product. However, because the monopsonist faces an upward-sloping supply curve, the wage paid to the worker will be lower than both the marginal factor cost and the marginal revenue product, resulting in fewer jobs and lower pay than in a competitive market system.

232. (A) Both A and R are true and R is the correct explanation of A.
The gig economy has introduced a new level of flexibility into the labour market, allowing firms to quickly hire people for specific tasks without the long-term commitments of traditional employment. This model helps companies manage costs and access specialized skills as needed. However, this same flexibility often comes at the cost of worker security. Gig workers frequently lack the stable income, health benefits, and legal protections that come with being a regular employee. Balancing these benefits and risks is a major challenge for modern labour policy and the future of work.

233. (A) Formal sector firms hiring workers on a casual or contract basis without benefits.
Informality within the formal sector is a significant issue in India where registered companies increasingly hire workers through contractors or on a casual basis. While these firms are part of the organized economy, the specific workers they hire in this way do not enjoy the same job security, wages, or benefits as their permanent counterparts. This trend allows formal enterprises to reduce their labour costs and avoid strict regulations, but it creates a

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not have. This makes it difficult for them to access essential healthcare, education, and subsidized food. Addressing these administrative and social barriers is crucial for ensuring the fair treatment and inclusion of all internal migrants.

208. (B) The co-existence of high unemployment among the educated youth and a shortage of appropriately skilled labour for industries.
The skill gap in India creates a difficult situation where many educated young people cannot find work because their qualifications do not match what employers need. Simultaneously, businesses struggle to fill technical and specialized roles, which hinders their growth and productivity. This mismatch indicates that the current education and training systems are not aligned with the needs of a modern economy. Solving this problem requires a major focus on vocational training and updating academic curricula to ensure that graduates possess the practical skills and knowledge required by contemporary industries.

209. (A) A low level of unionization, especially in the informal sector, leaves individual workers with little power to negotiate wages and conditions.
A major challenge for most Indian workers is their weak collective bargaining power, primarily due to the low level of unionization outside the formal sector. Individual workers in the informal economy often lack the organizational support needed to negotiate for better wages or improved working conditions with their employers. This lack of a collective voice makes them more vulnerable to exploitation and low pay. Strengthening the ability of workers to organize and represent their interests is essential for ensuring a more balanced and fair relationship between labour and capital in the national economy.

210. (B) 2 and 4 only
The primary problems facing the Indian labour force are widespread low wages and poor working conditions, particularly for those in the large unorganized sector. Furthermore, significant disparities in pay based on gender and geographic region remain a major concern. In contrast, access to comprehensive social security is limited to only a small fraction of the workforce, and the enforcement of labour laws is often inconsistent and ineffective in many areas. Addressing these fundamental issues is essential for improving worker welfare and promoting more equitable economic development across the entire country for all citizens.

211. (D) A system of forced labour arising from debt.
Bonded labour is a severe form of exploitation where an individual is forced to work for an employer to pay off a debt. Despite being constitutionally abolished, this practice is reported to persist in some informal sectors like brick kilns and agriculture. The workers often receive little to no pay and lose their freedom to change employers, trapped in a cycle of coercion and poverty. Eradicating this system requires both strict legal enforcement and social programs to address the underlying poverty and lack of credit that lead people into such desperate situations.

212. (A) Both Statement I and Statement II are true.
The high prevalence of casual and contract labour is a major issue in the Indian job market, as these workers face significant disadvantages compared to permanent employees. They typically receive lower wages for the same tasks and have very little job security, as their contracts can be terminated easily. Furthermore, they are often excluded from essential benefits like pensions and health insurance. This trend toward more flexible but less secure work arrangements has led to a more vulnerable workforce and increased income inequality within both the formal and informal sectors.

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213. (C) 1, 2, and 3
The Indian labour market is characterized by several major problems, including very low rates of female participation and the tragic persistence of child labour in certain areas. Furthermore, the vast and largely unregulated informal sector employs most workers without providing them with legal protections or social security. Contrary to ideal scenarios, universal social security coverage does not exist in India, and unemployment and underemployment remain significant challenges. Together, these issues highlight the need for comprehensive reforms to protect workers' rights, promote gender equality, and improve the overall quality of employment throughout the country.

254. (D) Because labour is heterogeneous in terms of skills and experience.
Labour is not a uniform commodity; instead, it is characterized by extreme heterogeneity due to varying levels of education, specialized skills, and professional experience. Consequently, the overall market functions as a collection of distinct yet interconnected sub-markets. Each segment operates with its own specific requirements, making it impossible to treat all workers as a single unit.

255. (C) The equilibrium between demand and supply
Within any specific segment of the workforce, the rate of compensation is fundamentally established through the interaction of market forces. The point where the quantity of workers required by firms aligns with the quantity of individuals willing to provide their services defines the wage. While institutional factors play a role, the primary driver remains this market equilibrium.

256. (B) The prevalence of a large unorganized or informal sector
A primary feature of the Indian workforce is the overwhelming dominance of the informal sector. Unlike the formal sector, these unorganized areas provide the majority of national employment but are unfortunately characterized by a lack of legal contracts. Workers in this segment typically function without the benefit of social security, job stability, or formal employer-employee relationships.

257. (D) A demographic dividend and a concurrent challenge
The youthful nature of India's population is viewed through a dual lens of potential and difficulty. While it offers a significant demographic dividend by providing a large, energetic workforce for economic growth, it simultaneously poses a massive challenge. Success depends heavily on the government's ability to provide adequate skill development and create enough high-quality job opportunities.

258. (A) A stagnant manufacturing sector and a growing services sector
Recent shifts in the sectoral composition of the Indian economy reveal distinct patterns across different industries. While the agricultural share of employment is gradually declining, the manufacturing sector has remained relatively stagnant in its growth. In contrast, the services sector has emerged as a dynamic engine of change, increasingly providing a major portion of new employment opportunities.

259. (C) The dominance of a large unskilled and semi-skilled labour pool
The skill profile of India's workforce presents a significant hurdle for achieving higher economic productivity. A vast majority of workers fall into the unskilled or semi-skilled categories, which limits their earning potential and overall efficiency. This composition makes it difficult for many individuals to transition into modern, technology-driven sectors that require advanced technical training and specialized knowledge.

260. (A) The labour force participation rates between genders
Significant disparities exist within the composition of the Indian workforce, particularly regarding gender participation. Data indicates that female involvement in the labour market is substantially lower than that of males. This gap is especially pronounced in urban environments, highlighting social and structural barriers that prevent women from entering or remaining in the workforce at equitable rates.

261. (D) Structural unemployment
Structural unemployment occurs when there is a persistent gap between the specific skill sets workers possess and the requirements of available jobs. This mismatch is often driven by rapid technological advancements or fundamental shifts in the economy that render old skills obsolete. Workers remain unemployed not due to lack of effort, but because their current abilities are unneeded.

262. (B) Seasonal unemployment
In the context of Indian agriculture, employment availability is heavily dictated by the natural cycles of sowing and harvesting. Because farming activities are not constant throughout the year, many rural workers find themselves without productive tasks during the off-season. This periodic lack of work, directly tied to the calendar and nature, is defined as seasonal unemployment.

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focused on the supply side of the labour market, such as providing workers with retraining and education to help them acquire the new skills that are currently in demand by modern employers.

221. (D) Stronger social safety nets, worker participation in management (co-determination), and active labour market policies.
A social market economy, like that of Germany, differs from a pure capitalist model by incorporating strong social protections and formal roles for workers in corporate decision-making. This system combines market efficiency with a commitment to social justice, ensuring that workers have high levels of job security and access to extensive retraining programs. This collaborative approach between employers, employees, and the state aims to maintain a stable and productive workforce while also protecting individuals from the risks of market fluctuations. It emphasizes that a healthy economy requires both competition and social cohesion.

222. (A) A potential shrinking of the labour force, increased dependency ratio, and challenges for pension systems.
An aging population introduces significant new dynamics into the labour market as the number of people retiring begins to exceed the number of new workers entering. This can lead to a shrinking total workforce, which might cause labour shortages and slow economic growth. Furthermore, it increases the dependency ratio, as fewer workers must support more elderly people. This puts immense pressure on pension systems and healthcare services. Adapting to these changes requires innovative policies, such as encouraging longer working lives or increasing productivity through better technology and more effective vocational training programs.

223. (B) The movement of the workforce out of low-productivity agriculture has been much slower than the decline of agriculture's share in GDP.
Structural transformation in an economy usually involves the movement of workers from low-productivity sectors like agriculture to higher-productivity ones like manufacturing and services. In India, while agriculture's share in the total economy has fallen significantly, nearly half of the workforce remains dependent on it. This slow movement of labour means that many people are stuck in low-income farming roles with minimal individual productivity. Bridging this gap by creating more high-quality jobs in the industrial and service sectors is a primary challenge for achieving more balanced and sustainable economic development.

224. (B) Cyclical unemployment.
When a worker is laid off due to a broad downturn in the economy, it is a direct example of cyclical unemployment. This type of joblessness occurs because the overall demand for goods and services has fallen, leading firms to reduce their production levels and, consequently, their need for labour. Cyclical unemployment is temporary and typically decreases as the economy recovers and demand returns to normal levels. It is the primary focus of macroeconomic stabilization policies, such as changes in government spending or interest rates, which aim to stimulate economic activity and hiring.

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225. (A) A single firm acting as a wage-maker.
In a perfectly competitive labour market, it is a fundamental assumption that no single firm has the power to influence the market wage. Each company is a wage taker, meaning it must accept the prevailing pay level determined by the overall interaction of many buyers and sellers. Other key features of this model include the existence of many participants, the hiring of homogeneous labour with identical skills, and perfect information for all parties. A firm that acts as a wage-maker is a characteristic of a monopsonistic market, not a competitive one.

226. (C) Prevalence of casual labour
The use of daily wage workers through contractors without formal contracts or benefits is a classic example of casual labour, a dominant feature of the Indian workforce. These individuals have no job security and are excluded from social security schemes and legal protections. This form of employment allows companies to avoid the costs and regulations associated with permanent staff, but it leaves the workers in a highly precarious economic position. The widespread reliance on casual labour across many sectors, especially construction and services, is a major challenge for improving overall worker welfare.

227. (D) The National Statistical Office (NSO).

214. (D) Agricultural sector.
Disguised unemployment is a particularly severe problem in the Indian agricultural sector, where a large portion of the rural population remains dependent on farming. This situation occurs when more people are working on a family farm than are actually needed to maintain its output. As a result, many individuals appear to be employed but are not contributing significantly to total production. This hidden form of joblessness reflects a lack of alternative employment opportunities in other sectors and is a major cause of low productivity and persistent poverty in rural areas.

215. (A) Skill mismatch
This scenario is a classic example of a skill mismatch, where the specific abilities of the available workers do not align with the requirements of the jobs that are actually available. In this case, although there are people looking for work and an employer looking to hire, the difference between tailoring and welding skills prevents a successful match. This type of imbalance is a major cause of structural unemployment and highlights the importance of vocational training programs that are responsive to the actual needs of the local and national industries.

216. (A) 2, 1, 4, 3
The historical development of labour policy in India has moved through several key phases. It began with early factory acts under British rule to regulate industrial work. Following independence, the focus shifted to the abolition of bonded labour and zamindari systems, alongside the growth of the public sector and more comprehensive labour regulations. Most recently, the government has introduced new labour codes to amalgamate and simplify the existing legal framework. This chronological progression reflects the changing economic priorities and the evolving approach to balancing industrial growth with worker protection over the decades.

217. (A) Poor health, nutrition, and low levels of training and education among a large section of the workforce.
Low labour productivity in India is a major economic challenge that stems from multiple human and structural factors. A large portion of the workforce suffers from poor health and inadequate nutrition, which directly affects their physical and mental capacity for work. Furthermore, a lack of access to high-quality education and modern vocational training means many workers do not have the skills needed to operate efficiently in a modern economy. Addressing these issues through investments in health and education is essential for increasing the value and output of human labour across the nation.

218. (D) Working poor
The term working poor describes individuals who are actively employed but whose income remains below the official poverty line. This situation is common in the informal sector and in subsistence agriculture, where wages are extremely low and productivity is minimal. It highlights that the mere existence of a job is not enough to ensure economic security; the quality and pay of that job are equally important. Addressing the needs of the working poor requires policies that not only create more work but also improve wage levels and provide better social protections.

219. (B) The issue of rural-urban migration.
The shortage of affordable housing for workers in Indian cities is a significant problem directly linked to the high levels of rural-urban migration. As millions of people move to cities in search of jobs, the demand for low-cost housing has far outpaced the supply. This leads to the growth of slums and informal settlements where living conditions are often poor and unhygienic. Solving this problem requires integrated urban planning that addresses the needs of the growing workforce for safe and affordable accommodation, which is essential for their well-being and productivity in the cities.

220. (C) Structural Unemployment
Structural unemployment is caused by fundamental changes in the economy, such as technological shifts or changes in consumer preferences that make certain skills obsolete. Unlike cyclical unemployment, which is caused by a lack of overall demand, structural unemployment cannot be easily fixed by simply increasing government spending or cutting taxes. Instead, it requires more direct interventions

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dual system within the same firm where a large part of the workforce remains unprotected and vulnerable despite working for a formal employer.

234. (D) A large-scale, voluntary reassessment by workers of their careers, work-life balance, and job satisfaction.
The great resignation refers to a trend where a large number of employees voluntarily left their jobs following the global pandemic. This movement was driven by a broad reassessment of personal priorities, with many workers seeking better pay, more flexibility, and a healthier balance between their professional and personal lives. It highlighted a shift in the power dynamic in some parts of the labour market, as firms were forced to improve their offerings to attract and retain talent. This phenomenon demonstrates that human workers are motivated by more than just their basic financial compensation.

235. (B) 2 and 3
In dual labour market theory, the secondary segment is defined by roles that offer very little stability or long-term growth. These jobs are characterized by high employee turnover, as workers frequently move between similar low-quality positions. Furthermore, there are few opportunities for advancement or skill development within these roles. This segment typically involves low wages and poor working conditions, contrasting sharply with the primary sector where jobs are secure and offer clear career paths. Understanding these characteristics is essential for analyzing the structural divisions and persistent inequalities found within many modern national labour markets.

236. (C) The demand for and supply of labour to reduce unemployment.
When a government implements active labour market policies, it is directly intervening to influence the employment levels within the country. Programs like MGNREGA or employment subsidies are designed to increase the demand for labour, especially for vulnerable groups or in underdeveloped areas. By creating these opportunities, the state aims to reduce unemployment and provide a basic income to those who need it. These interventions show that the government can take a proactive role in managing the labour market to achieve social goals and economic stability beyond what market forces alone might provide.

237. (C) Statement I is true, but Statement II is false.
While an individual's labour supply curve can bend backward at high wage rates as they choose more leisure, the overall market supply curve typically remains upward-sloping. This is because higher wages attract new people into the workforce and encourage many others to work more hours. The entry of these new participants usually far outweighs the decision of a few high earners to reduce their time at work. Therefore, for the economy as a whole, an increase in the prevailing wage rate generally leads to a larger total quantity of labour being supplied by the population.

238. (A) 1, 2, and 3
Low labour productivity in India is a complex problem rooted in several fundamental issues. High rates of malnutrition and poor health directly reduce the physical and mental capacity of many workers. Furthermore, a lack of investment in modern education and vocational training leaves a large part of the workforce without the technical skills needed for high-productivity roles. Additionally, the low level of technology adoption in many sectors means that workers are often using outdated methods. Addressing these structural and human capital challenges is essential for boosting the overall efficiency and output of the national economy.

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239. (B) Wage inflation and the unemployment rate.
The Phillips Curve is a classic economic concept that describes an inverse relationship between the rate of unemployment and the rate of wage inflation within an economy. It suggests that when unemployment is low, firms must offer higher wages to attract workers, leading to inflation. Conversely, when unemployment is high, there is less pressure on wages. While this relationship has changed over time and varies between countries, it remains a fundamental tool for policymakers to understand the trade-offs between maintaining high employment levels and controlling the rate of inflation in the national economy.

240. (B) The labour force includes both the employed (workforce) and the unemployed.

local savings or social security to fall back on. Because their legal and social ties were often in their home states, they lacked access to food and housing support in the cities where they worked. This crisis highlighted the urgent need for portable social benefits and better protections for those who move between states in search of employment, ensuring they have a safety net wherever they are.

202. (D) A massive surplus of highly skilled jobs with no qualified candidates.
While India faces a skill gap, the primary problems of its labour market are related to the quality and security of existing jobs rather than a massive surplus of high-skilled vacancies. Issues like widespread job insecurity, the absence of social security for most workers, and poor working conditions in the informal sector are the most significant challenges. Most workers are struggling with low wages and a lack of protections rather than having an abundance of high-level opportunities. Addressing these fundamental issues of worker welfare is a top priority for economic and social policy in the country.

203. (B) Low and irregular income forcing workers to take loans at high interest rates from informal sources.
Indebtedness is a widespread problem among Indian workers, particularly those in the unorganized sector who face low and unpredictable earnings. When faced with emergencies or basic living expenses, these individuals are often forced to borrow money from informal moneylenders who charge exorbitant interest rates. This can lead to a debt trap where a large portion of their meager income goes toward paying off interest, making it impossible to escape poverty. Improving access to affordable formal credit and ensuring stable, fair wages are essential for reducing the financial vulnerability of the working population.

204. (B) P-3, Q-4, R-2, S-1
The Indian labour market is plagued by several interconnected problems. A lack of social security means many workers have no access to pensions or health insurance. Job insecurity arises from the high risk of losing employment without notice. Wage disparity reflects unequal pay based on factors like gender or region. Finally, child labour involves the employment of children in work that deprives them of their education and childhood. Correctly identifying these issues is the first step toward developing the comprehensive policies and legal reforms needed to improve the lives of millions of workers.

205. (D) A situation where legal protections for workers exist on paper but are not implemented in practice.
A significant challenge in India is the gap between the extensive legal protections for workers and their actual enforcement on the ground. While laws exist to mandate minimum wages, safe conditions, and social security, they are often not effectively implemented, especially in the vast informal sector. This lack of enforcement means that many workers do not receive the benefits and protections they are legally entitled to. Strengthening the administrative and inspection systems is crucial for ensuring that labour laws provide real security and improve the working lives of the population as intended by the state.

206. (A) Exposure to occupational hazards and diseases with inadequate protective measures.
Occupational health and safety is a major concern for millions of Indian workers, especially those in industries like construction, mining, and manufacturing. Many are exposed to dangerous conditions and harmful substances without being provided with proper safety gear or training. This leads to a high rate of workplace accidents and long-term health problems. The lack of effective monitoring and enforcement of safety standards in the unorganized sector further exacerbates the risk. Improving workplace safety is essential for protecting human life and maintaining a healthy and productive national workforce for the long term.

207. (A) Both A and R are true and R is the correct explanation of A.
Migrant workers in India often find themselves excluded from the social and economic life of the cities they move to. This exclusion is caused by several factors, including language barriers and a lack of local social connections that could provide support and information. Furthermore, many government services and benefits require proof of local residence, which migrants frequently do

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with jobless growth, where output increases through better technology and productivity rather than by hiring more people. This is a major concern for developing countries with large and growing populations, as it indicates that economic success is not automatically leading to enough new opportunities for the workforce.

247. (A) An invisible barrier that prevents qualified individuals, especially women and minorities, from advancing to senior leadership positions.
The glass ceiling is a metaphorical term used to describe the subtle and often unofficial barriers that prevent certain groups of people from reaching the highest levels of an organization. While these individuals may be highly qualified and successful, they find their career progress blocked by systemic biases or social prejudices. This labour market problem highlights a lack of true equality of opportunity and prevents organizations from fully utilizing the diverse talent available to them. Addressing this issue requires proactive efforts to promote diversity and ensure that leadership roles are accessible based on merit.

248. (C) There is an inherent conflict of interest between employers and employees.
A core critique of the capitalist system is that it creates a natural conflict between the goals of employers and their workers. Employers generally seek to maximize profits, often by keeping costs, including wages, as low as possible. In contrast, workers seek to maximize their earnings and improve their working conditions. This fundamental disagreement over the distribution of the value produced by the firm is a key driver of labour disputes and collective bargaining. Understanding this tension is essential for analyzing the dynamics of industrial relations and the evolution of labour laws within capitalist economies.

249. (A) Marginal Revenue Product (MRP).
A competitive firm's demand for labour is fundamentally determined by the marginal revenue product, which represents the additional income the company earns by hiring one more worker. The firm will continue to employ additional people as long as the extra revenue they generate is greater than the cost of their wages. This principle ensures that the hiring level is tied to the productivity of the workers and the market value of the goods they produce. Consequently, any changes in technology or product prices that affect productivity will directly influence the firm's demand for labour.

250. (B) Command, Sovereign, and Sanction.
According to John Austin, law is a command issued by a political superior (sovereign) to political inferiors, backed by sanctions. He believed laws are rules set by a sovereign authority and enforced through penalties for disobedience. Thus, the three essential elements of law in Austin's theory are command, sovereign, and sanction, forming the basis of his analytical positivism.

251. (B) The concept of a derived demand
The demand for labour is characterized as a derived demand because firms do not employ workers for personal consumption. Instead, the need for labour arises as a consequence of the market demand for the specific outputs that workers help create. Therefore, fluctuations in consumer interest for products directly dictate how many employees a company requires for production.

252. (A) The firm's profitability and capital investment
The total volume of labour available in an economy is shaped by several demographic and behavioral factors. While the age structure, population size, and individual preferences regarding the trade-off between labor and personal time influence supply, a specific company's internal profitability levels and capital investments primarily impact the demand for workers rather than the broader workforce supply.

253. (C) The income effect of a wage increase is greater than the substitution effect.
A backward-bending supply curve occurs when higher wage rates lead individuals to prioritize leisure over additional work hours. This happens specifically when the income effect, which allows people to maintain their lifestyle with less work, becomes stronger than the substitution effect, which normally makes working more attractive as the opportunity cost of leisure time increases significantly.

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In economic statistics, it is crucial to distinguish between the labour force and the workforce. The labour force encompasses all individuals who are either currently working or are actively seeking work. This includes everyone who is participating in the job market. The workforce, on the other hand, refers only to those individuals who are actually employed at a given time. Therefore, the difference between these two groups represents the number of unemployed people. Using these terms accurately is essential for measuring the health and participation levels of the national economy and its people.

241. (A) Rural unemployment and underemployment by providing a legal guarantee for wage employment.
MGNREGA is a major government intervention in India designed to provide a safety net for rural households by guaranteeing a certain amount of paid work each year. It specifically targets rural unemployment and underemployment by offering manual labour opportunities on public works projects. This legal guarantee helps to stabilize rural incomes and reduce poverty during periods when agricultural work is not available. It is a key example of how state policy can be used to directly manage labour demand and ensure a basic livelihood for a large and vulnerable segment of the national population.

242. (C) It creates jobs that are typically outside the tax net and lack worker protections and social security.
The large informal sector in India is a major policy challenge because it operates outside of formal legal and regulatory structures. Businesses in this sector often do not pay taxes, which reduces the government's ability to fund public services. More importantly for workers, these jobs lack basic legal protections and access to social security benefits like pensions or health insurance. This makes informal employment highly precarious and leaves a vast majority of the workforce without a safety net, contributing to persistent economic vulnerability and inequality across the country and the diverse population.

243. (D) Globalization.
When a job is outsourced to another country, it is a clear example of how globalization can impact the domestic labour market. Increased international trade and technological advances allow firms to move work to locations where costs are lower or specialized skills are more available. While this can increase global efficiency, it also creates challenges for local workers who may find their roles displaced by international competition. This dynamic highlights the need for continuous skill development and policies that support workers in adapting to the changes brought about by an increasingly integrated global economy.

244. (C) Unemployed individuals stop looking for work because they believe no jobs are available, and thus drop out of the labour force.
The discouraged worker effect occurs during periods of prolonged economic difficulty when many people lose hope of finding a job. Because they stop actively searching, they are no longer counted as part of the official labour force or the unemployment statistics. This can make the unemployment rate look lower than it actually is, hiding the true extent of distress in the market. These individuals are still available for work and would likely re-enter the workforce if they believed their chances of being hired had improved, reflecting a hidden waste of human resources.

245. (B) A market where labour is sold by a monopoly (a union).
When workers are organized into a powerful trade union, they act as a single seller of their labour, creating a form of monopoly power. This collective organization allows workers to negotiate with employers from a much stronger position than they would have as individuals. The union can use its power to bargain for higher wages, better benefits, and safer working conditions for its members. This structure is a key feature of many organized labour markets and is intended to balance the power between firms and employees through the process of formal collective bargaining.

246. (D) For every 1% increase in GDP, employment increases by less than 1% or not at all.
Employment elasticity measures how much the level of employment changes in response to a change in economic growth. A falling employment elasticity means that even as the economy grows, it is not creating as many new jobs as it once did. This trend is often associated

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263. (C) A person's contribution to total output is effectively zero.
Disguised underemployment refers to a scenario where more people are engaged in a task than are actually required for its completion. This is common in family-run farms or small businesses. In such cases, if a few workers were removed, the total output would remain unchanged because their marginal productivity is effectively zero or even negative.

264. (D) A temporary condition of being between jobs in a dynamic economy.
Frictional unemployment is a natural and often short-lived feature of a healthy, moving economy. It represents the time period when individuals are transitioning from one position to another or are newly entering the workforce. This type of unemployment is generally considered voluntary and reflects the process of workers searching for better opportunities that match their career goals.

265. (A) Unemployment involves a lack of any job, while visible underemployment involves working insufficient hours.
The distinction between these two economic states lies in the level of engagement with the workforce. Unemployment describes individuals who have no job at all despite actively searching for one. In contrast, visible underemployment occurs when workers are technically employed but are forced to work fewer hours than they are willing and capable of performing in reality.

266. (B) The coexistence of a small formal sector and a large informal sector
Dualism in the Indian labour market describes the sharp divide between two very different economic realities. On one side is a small, organized sector offering high wages and legal protections. On the other side is a massive, unorganized sector where workers face low pay and a lack of regulation. These two distinct systems exist simultaneously within the economy.

267. (B) The majority of workers lack access to social security and legal protection.
Because the informal sector dominates the employment landscape, the majority of the Indian workforce operates without any official safety nets. These workers are generally excluded from labour law protections and do not receive benefits such as health insurance, pensions, or job security. This lack of formal recognition leaves them highly vulnerable to economic shocks and exploitation.

268. (A) Downward pressure on wages and reduced worker bargaining power
An overabundance of unskilled and semi-skilled workers creates a situation where labour supply far exceeds demand. This surplus allows employers to keep compensation low, as workers are easily replaceable. Consequently, individual employees have very little leverage to negotiate for better pay or improved working conditions, leading to persistent downward pressure on wages across the informal economy.

269. (C) Social factors and the costs associated with moving
Labour mobility in India is frequently hampered by non-economic barriers and financial constraints. Individuals often find it difficult to move to better job opportunities due to strong family ties, linguistic differences, and traditional social structures. Additionally, the high costs of relocation and lack of reliable information about distant markets prevent many workers from seeking employment outside their regions.

270. (D) The persistence of low-quality employment and working poverty
The combination of market dualism, lack of social security, and wage disparities creates a difficult environment for the workforce. These structural issues lead to the ongoing problem of working poverty, where individuals remain in a state of financial vulnerability despite being fully employed. This makes achieving the goal of decent work and high-quality employment a major national challenge.

271. (C) High wages, job stability, and opportunities for advancement
The primary labour market is defined by positions that offer superior compensation and long-term security. These jobs are typically found within the organized sector and provide workers with clear pathways for professional growth and equitable treatment. Employees in this segment benefit from structured career ladders and a stable environment that encourages long-term commitment and continuous skill development.

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272. (B) An internal labour market
When an organization focuses on filling higher-level vacancies by promoting or transferring its existing staff, it is operating within an internal labour market. This approach prioritizes the development and retention of current employees over hiring from outside the company. It helps build organizational loyalty and ensures that specialized firm-specific knowledge remains within the workforce through career advancement.

273. (D) The informal, unorganized sector
The secondary labour market is characterized by unstable, low-paying jobs that lack basic protections. These positions are most commonly found in the unorganized sector, where workers face arbitrary supervision and high turnover rates. Unlike the primary market, there are very few opportunities for advancement, and employment is often precarious, providing little to no long-term security for individuals.

274. (A) The source from which a firm fills its vacancies
The categorization of a market as internal or external depends primarily on where a firm looks for new talent. An internal market relies on the existing pool of employees for promotions and lateral moves. Conversely, an external market involves searching the general public and outside talent pools to find candidates who are not currently associated with the organization.

275. (C) Each skill category has its own distinct market dynamics.
Dividing the labour market by skill level acknowledges that different types of work have unique supply and demand characteristics. For example, the market for highly specialized engineers operates differently than the market for manual labourers. Each segment has its own specific wage-determination processes and equilibrium points based on the availability and requirement of those particular abilities.

276. (A) Short-term contracts and freelance work
The gig economy represents a departure from traditional, long-term employment models. It is built on a system where individuals engage in short-term tasks, freelance assignments, or project-based work. This model prioritizes flexibility and task-specific hiring, often facilitated by digital platforms, rather than establishing a permanent, ongoing relationship between an employer and a worker within a standard corporate structure.

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277. (D) The absence of social security benefits and income stability
Platform work presents a significant dilemma because it typically classifies workers as independent contractors rather than employees. As a result, these individuals often miss out on traditional social safety nets like health insurance, paid leave, and retirement contributions. Furthermore, their earnings can fluctuate wildly depending on demand, leading to a precarious financial existence without any guaranteed baseline income.

278. (B) By displacing workers in routine roles and increasing demand for new skills
Automation is fundamentally altering the employment landscape by taking over tasks that are repetitive, manual, or involve routine cognitive functions. While this reduces the need for human intervention in certain traditional roles, it simultaneously generates a need for workers who possess advanced technological skills, creativity, and complex problem-solving abilities. This shift creates a mismatch that requires significant adaptation.

279. (C) Promoting large-scale reskilling and upskilling initiatives
To address the disruptions caused by artificial intelligence and automation, policies must focus on preparing the workforce for a changing environment. This involves investing heavily in programs that help workers acquire new, relevant competencies. By promoting reskilling and upskilling, the government and industries can ensure that the labour force remains productive and capable of filling the high-tech jobs.

280. (D) Fluid and fragmented
The rise of the gig economy, digital platforms, and automation is transforming the once-stable labour market into something much more fluid and fragmented. Traditional long-term employment is giving way to various forms of temporary and contract-based work. This shift creates a more flexible but less predictable environment where

the standard model of lifetime employment with one firm is disappearing.

281. (A) The interaction of market forces of supply and demand
In a capitalist economic system, wages function as the price of labour and are determined by the free market. The level of pay is established where the demand from private firms for workers meets the supply of individuals looking for jobs. In this decentralized model, the state generally avoids direct interference in setting specific compensation levels for the workforce.

282. (B) The state acts as the principal employer and allocates labour.
In a centrally planned socialist system, the government maintains total control over the labour market. The state serves as the main employer and decides how workers should be distributed across different industries based on national production goals. Unlike market-based systems, individual career paths and wage levels are determined by central administrative decisions rather than private negotiations or competition.

283. (B) Inefficiencies due to a lack of market-based incentives
While a socialist labour market provides high job security, it often suffers from structural inefficiencies. Without the competitive pressure of market-based wages and the possibility of unemployment, worker motivation can decline. Additionally, the central planning process may fail to allocate labour optimally, leading to a mismatch between the skills of the workforce and the actual needs of various sectors.

284. (A) It is a hybrid influenced by both market forces and state policies.
A mixed economic system like India's incorporates elements from both market-driven and planned economies. The labour market is shaped by the activities of private enterprises alongside significant government intervention. This includes direct employment through public sector units, the implementation of various labour laws, and social welfare programs designed to protect workers while still allowing market forces to function.

285. (C) Primarily focused on enforcing contracts and providing a legal framework
In a traditional capitalist framework, the government's involvement in the labour market is relatively minimal. Its primary responsibilities are to ensure that employment contracts are legally binding and to provide a stable regulatory environment for business operations. While modern systems may include some basic protections like minimum wages, the state generally avoids direct management of labour allocation or wage-setting.

286. (D) Low levels of labour productivity
The issue of low wages in the Indian context is inextricably linked to the low productivity of many workers. This lack of efficiency is often caused by insufficient training, poor health, and the use of obsolete technology in production processes. Because workers generate less value per hour, employers in competitive markets or low-margin industries are less able to offer higher compensation.

287. (C) The prevalence of precarious employment lacking legal protection
The dominance of the unorganized sector leads to widespread job insecurity. Most workers in this category do not have formal employment contracts, making their positions precarious and unstable. They operate outside the reach of labour laws, which means they lack basic protections against unfair dismissal, hazardous environments, and the absence of benefits that are standard in the formal sector.

288. (B) Individuals remain poor even though they are employed.
Working poverty describes a paradoxical situation where individuals are actively engaged in the workforce but still fall below the poverty line. Their earnings are simply too low to cover basic living expenses for themselves and their families. This often occurs in sectors with low productivity or where labour is exploited, preventing workers from escaping financial hardship despite their efforts.

289. (D) The implementation of these laws is non-uniform and often ineffective.
Although India has established minimum wage laws, their practical application remains

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problematic. The enforcement of these regulations varies greatly across different states and industries, often leaving many vulnerable workers unprotected. Ineffective oversight allows some employers to bypass legal requirements, resulting in many labourers receiving pay that is well below the legally mandated minimum threshold for their work.

290. (A) Creating jobs of sufficient quality with decent wages
The primary employment challenge for India extends beyond just increasing the total number of available positions. It involves ensuring that the jobs created are of high quality, providing workers with fair compensation and safe environments. Addressing structural economic issues requires a focus on professional development and sectoral growth that can sustain decent standards of living for a growing population.

291. (C) They are excluded from social security nets like health insurance and pensions.
Workers in the unorganized sector are particularly vulnerable because they lack the institutional safety nets available to formal employees. Without access to health insurance, retirement pensions, or maternity benefits, they have no financial protection against life's uncertainties. Any illness or sudden loss of work can lead to immediate economic crisis, as there is no state or employer-sponsored support system.

292. (A) Lack of safety measures and long working hours
Poor working conditions remain a significant problem for a large portion of the Indian workforce. Many employees, especially in industries like construction and manufacturing, are subjected to excessively long shifts without adequate rest. Furthermore, the absence of proper safety equipment and unhygienic environments poses constant risks to their physical health and well-being, highlighting a widespread lack of workplace standards.

293. (D) The employment of child labour
Despite strict legal prohibitions, child labour continues to be a persistent and serious issue within several sectors of the Indian economy. This practice not only violates the rights of children but also deprives them of essential education and a healthy upbringing. Its continuation reflects deep-rooted social and economic problems, where poverty forces families to rely on the income of minors.

294. (B) Because they fall outside the traditional employer-employee relationship.
Gig and platform workers represent a unique challenge for social protection because they are often classified as independent partners rather than traditional employees. This distinction means that existing labour laws, which are designed for standard work arrangements, do not automatically cover them. Consequently, they are frequently denied statutory benefits and lack the legal leverage needed to secure consistent social security.

295. (C) Develop a social security system that is inclusive of all workers.
The fundamental task for Indian policy-makers is to design a comprehensive social security framework that reaches every segment of the labour force. This includes extending protections beyond the small formal sector to include the vast unorganized workforce and new categories of gig workers. Creating an inclusive system is essential for protecting all citizens from economic shocks and ensuring long-term social equity.

296. (D) The demand for the goods and services labour produces
Labour demand is termed a derived demand because the need for workers is directly linked to the consumption of products. Firms do not hire individuals for their own sake; instead, they hire them to facilitate the production of items that consumers want to buy. If the demand for a specific good falls, the demand for the labour required will decrease.

297. (A) Marginal Revenue Product of Labour is equal to the Wage Rate (MRPL = W)
To maximize profits, a firm evaluates the cost of an additional worker against the revenue that worker generates. The hiring process continues as long as the revenue added by one more employee exceeds the wage paid. The optimal point is reached when the marginal revenue product of labour exactly equals the wage rate, ensuring that the firm does not overspend.

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298. (B) Working-age population that is employed or actively seeking employment
The labour force participation rate is a key economic indicator that measures the proportion of the working-age population currently active in the market. It includes both individuals who have jobs and those who are unemployed but actively looking for work. This metric excludes people who are not seeking employment, such as full-time students, homemakers, or those who have retired early.

299. (B) Opportunity cost of leisure
For an individual, the wage rate represents what they must give up in terms of potential income to enjoy an hour of free time. Therefore, the wage is viewed as the opportunity cost of leisure. As the wage increases, the "price" of not working rises, which typically influences an individual's decision on how to balance their time between earning and relaxation.

300. (A) Work more due to the higher opportunity cost of leisure.
The substitution effect describes the behavioral change when a wage increase makes work more rewarding relative to leisure. Because every hour of rest now costs more in terms of lost income, individuals are incentivized to substitute leisure time with additional work hours. This effect generally leads to an increase in the quantity of labour supplied as the financial incentive grows larger.

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